

The Department of the Army



Human Relations Action Plan

The Human Dimensions of Combat Readiness

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INTRODUCTION

In response to incidents in the fall of 1996, the Army leadership directed a thorough assessment of the Army's human relations environment. The Secretary of the Army initiated two critical self studies. First, he formed the Senior Review Panel with a charter to review the human relations environment Army-wide, placing emphasis on sexual harassment issues. Second, he directed the Inspector General to conduct a special inspection of equal opportunity and sexual misconduct policies and procedures at initial entry training organizations. The Army Action Plan addresses the findings and recommendations of both these efforts, ongoing actions and actions to be taken, with dates for completion, to make the Army a better place for soldiers.

The two reports depict a "trained and ready Army." In the words of the Senior Review Panel, "our Army is the best Army in over 200 years." However, the two reviews present shortcomings which need attention and resolution. Many of the needed corrections have already been initiated by commanders in the field, by the Secretary of the Army and the Chief of Staff of the Army.

The key findings of these reports are as follows:

- The Army lacks institutional commitment to the Equal Opportunity (EO) program and soldiers distrust the EO complaint system.
- Sexual harassment exists throughout the Army, crossing gender, rank and racial lines; sex discrimination is more common than is sexual harassment.
- Army leaders are the critical factor in creating, maintaining and enforcing an environment of respect and dignity in the Army; too many leaders have failed to gain the trust of their soldiers.
- The overwhelming majority of drill sergeants and instructors perform competently and well, but respect as an Army core value is not well institutionalized in the Initial Entry Training (IET) process.

As used in this Action Plan, "Human Relations" is defined as follows. Human Relations is treating others with dignity and respect, incorporating their individual talents to the success of a team. A successful Human Relations climate is one that:

- Maximizes the soldiers' awareness of how their individual actions affect others,
- Emphasizes respect between and for soldiers of all races, creeds, gender, or national/ethnic heritage,
- Enables soldiers to clearly understand the linkage between their actions toward others, and their unit's ability to accomplish the mission.

The Action Plan is designed to serve as a living document which will continue to evolve as we implement various actions, conduct assessments, and make revisions based on rigorous after action reviews. Our goal must be to provide a climate which fosters unit cohesion. With this effort, the Army will continue its rich tradition as a benchmark of fairness for the greatest soldiers in the world. America's fighting men and women remain our credentials throughout the world as we answer the call to do our nation's business.

PREFACE

GUIDE TO USING THE DOCUMENT

This Action Plan addresses findings from reports submitted to the Secretary of the Army by the Senior Review Panel on Sexual Harassment and the Inspector General Task Force which investigated Initial Entry Training (IET).

The first part of this plan consists of 17 issue papers which present a narrative overview of the major recommendations, actions taken in response to the findings, and actions to be taken. Responsible agencies are identified for each action.

The second component of the Action Plan is divided into two-tiered portions:

- Tier one identifies major actions, responsible agencies, dates for completion, and the status of the 17 major issues discussed above.
- Tier two includes all the information from the narrative overview and tier one.

LEADERSHIP

Issue 1—LEADERSHIP: Leadership is the key to preventing sexual harassment in the Army. A thorough understanding of the prevention of sexual harassment policy; a fair and consistent application of that policy; and proactive leader involvement in establishing a climate of trust, confidence and respect among all soldiers of all races, gender and ethnic backgrounds will prevent future sexual harassment. The Chief of Staff of the Army has taken a very active role in focusing all leaders on their personal leadership responsibilities and roles in promoting an Army environment where all soldiers do what is right, treat others as they should be treated, and are allowed “to be all they can be.” To date he has:

- Introduced a video (“Living Army Values”) and an Ethical Climate Assessment Survey to senior Army leaders
- Reinforced Character Development and Consideration of Others programs
- Published a “Leadership and Change in a Values Based Army” pamphlet and distributed a 4-page memorandum to all Army leaders elaborating on their responsibility for effectively leading the Army through change.

RECOMMENDATIONS:

1. *Assign to one DA staff agency the primary responsibility for leadership, leader development, and human relations for the Army.*
2. *Designate a center of gravity for leadership and human relations doctrine within the Army, which reports directly to the DA staff proponent.*
3. *Make leadership and human relations readiness part of the Monthly Unit Status Report for all units.*
4. *Make the concepts of leadership and human relations a battlefield operating system at our training centers, and an integral element of Army leader development.*
5. *Effectively incorporate the human dimension of warfare into Army operational doctrine.*
6. *Refocus senior leaders on the personal leadership role only they can perform.*

Actions Taken and in Progress

1. The Chief of Staff of the Army (CSA) has appointed the Deputy Chief of Staff for Personnel (DCSPER) as the Department of the Army (DA) staff agency with the primary responsibility for leadership, leader development and human relations. The Secretary of

the Army has given oversight responsibility to the Assistant Secretary of the Army for Manpower and Reserve Affairs.

2. The Human Resources Directorate within the DCSPER is the Army staff agency responsible for leadership, leader development and human relations.
3. The Human Resources Directorate has a General Officer assigned as the Director to manage the increased responsibility.
4. A month prior to the press release about events at Aberdeen Proving Ground, the CSA instituted the Character Development XXI program. The program is designed to focus the Army on its institutional values - **honor, duty, integrity, loyalty, courage, selfless service and respect**. Character Development XXI includes revisions in leadership doctrine, synchronization of evaluation systems, and a review and revision of all aspects of human relations training (officer, warrant officer, non-commissioned officer, and civilian education systems).
5. The DCSPER developed and is staffing a prototype values card designed to be issued to all soldiers telling them of their responsibilities in adhering to Army values.
6. Army Leadership Doctrine, Field Manual (FM) 22-100, explains Army values in soldier terms, defines leadership character and discusses character development. The initial draft of the FM is being staffed within the Army with a publication goal of mid Fiscal Year (FY) 98.
7. The DCSPER will establish a Leadership Task Force, chaired by the Director, Human Resources. The members of the Task Force will represent TRADOC, DCSPER and DCSOPS. The purpose of this Task Force is to review the detailed findings of the Senior Review Panel's Report on Sexual Harassment and the Inspector General's Special Inspection of Initial Entry Training as well as to develop the framework for implementing the necessary changes to leadership doctrine, training, and training support packages. The framework focuses on the following areas of concern:
 - Accountability of leaders.
 - Leader role in executing human relations training.
 - Unit cohesion and team building.
 - Leader role in support to the institution in providing a safe, secure and healthy environment for soldiers to live and work – both on and off duty.
 - The skills required to harness the diversity of the organization to move it in the right direction.

Actions to be Taken and Agency Responsible

1. Rewrite AR 600-100 to ensure unity of effort and institutionalize primary responsibility and relationships. Establish designated center of gravity in Army policy.

2. The Deputy Chief of Staff for Personnel, the Army's proponent for leadership, has been assigned the responsibility of reviewing and revising the leadership system to coordinate, streamline, and optimize:

- Leadership
- Leader development and management doctrine
- Education and training
- Leadership and leader development research and assessment
- All aspects of human relations training and education.

The Assistant Secretary of the Army for Manpower and Reserve Affairs has initiated changes to the organization and has obtained additional resources to discharge the DCSPER's increased responsibilities. **(DCSPER)**

3. The Deputy Chief of Staff for Operations (DCSOPS) and DCSPER will determine the best tools to assess the human relations environment. **(DCSOPS, DCSPER)**

4. The Training and Doctrine Command (TRADOC) will examine the feasibility of integrating human relations and leadership into the battlefield operating systems. This integration focuses the importance of HR as a combat multiplier, integrates systematic review, and evaluates that dimension of combat readiness in the Army. **(TRADOC)**

5. TRADOC will incorporate the human dimension of warfare into Army operational doctrine, reinforcing its importance as a combat multiplier. **(TRADOC)**

6. DCSPER is studying the feasibility of establishing an "Equal Opportunity Program of the Year" incentive and recognition program for Army organizations. **(DCSPER)**

7. The Human Resource Directorate will systematically ask the field to provide feedback on new and creative HR programs that can be shared with other MACOMS. These programs will be published and sent throughout the Army. **(DCSPER)**

HUMAN RELATIONS ENVIRONMENT

Issue 2 – HUMAN RELATIONS ENVIRONMENT

RECOMMENDATIONS:

- 1. Conduct a critical review of the staffing and organization of the Department of the Army elements responsible for human relations problems and issues.*
- 2. Immediately augment staffing levels with trained professionals to address actions surfacing during the review and while proposed restructuring and resourcing is being implemented.*

Actions Taken and in Progress: The Human Resources (HR) Directorate recently increased levels of temporary staff in response to the Army's need to address sexual harassment issues. A brigadier general has been named director of the Human Resources Directorate. Two Colonels have been added to the directorate and will fill positions in the Human Relations Task Force. A Human Resources Ph.D. will serve as a Reserve Individual Mobilization Augmentee in the Leadership Division. Chief of Leadership and Chief of Personal Readiness Divisions within the Human Resources Directorate will be upgraded from Lieutenant Colonel to Colonel. In the Leadership Division, three additional field grade officers and several Non-Commissioned officers will be added to the present manning.

Actions to be Taken and Agency Responsible:

1. Continually re-assess HR staffing levels with the focus of assigning Army individuals with HR unique talents or training. (DCSPER)
2. Augment staffing levels with trained professionals to address actions surfacing during the review and during proposed restructuring. (DCSPER)
3. Resource training developers at Soldier Support Institute to develop training support packages. (DCSPER)

HUMAN RELATIONS POLICY AND PRACTICES

Issue 3 – HUMAN RELATIONS POLICY AND PRACTICES: The Army clearly recognizes that people are its single most important asset. Our human relations policies and practices must be intentionally tailored to support equal opportunity goals. This demands a multi-disciplinary approach involving areas which range from policy through training to execution. It is equally important, however, that the Army intentionally speak to human relations values in fora which have the greatest impact on our Army as an institution.

RECOMMENDATIONS:

- 1. Make comments on the state of their organizations' human relations environment mandatory in leaders' OERs and NCOERs.*
- 2. Conduct a critical review of the resourcing of those agencies responsible for assisting commanders in implementing and executing human relations policy.*
- 3. Immediately augment staffing levels with trained professionals for those agencies to deal with current requirements until the review is concluded and while its proposed resourcing is being implemented.*

Actions Taken and in Progress

1. Army Regulation 600-20, Army Command Policy, is being rewritten to strengthen human relations areas.
2. FM 22-100, Army Leadership, is being revised to emphasize professional values.
3. The Army has established a Human Relations Task Force to implement recommendations from the Senior Review Panel and the IG Task Force.
4. Army Service Specific Training (ASST), taught at DEOMI and required for qualification as an Army EOA, is being assessed to ensure it reflects the Army's strengthened emphasis on human relations.
5. TRADOC's Soldier Support Institute prepared new training support packages which provide new training resources on equal opportunity and sexual harassment throughout the Army.
6. A Lieutenant General, with specific responsibility for initial entry training, is being assigned to TRADOC HQS. Furthermore, staffing levels at the DCSPER Leadership and Equal Opportunity offices have been significantly increased.

7. Directed Military Overstrength (DMO) was approved for two COLs, two LTCs and one SGM to form a Human Relations Task Force. Its primary purpose is to implement the recommendations of both the Senior Review Panel on Sexual Harassment and the Inspector General Special Investigation Task Force. All are present for duty. Two NCOs (SFC and SSG) have been assigned to the Human Resources (HR) Directorate to work on the sexual abuse assistance line. Additional manning for the HR Directorate has been approved by ASA (M&RA). Eleven personnel will be added to the EO office.

Actions to be Taken and Agency Responsible

1. Incorporate leader accountability by adding HR performance objective on OER Support Form and NCOER counseling. (DCSPER)
2. Determine the most effective method to assess the status of leadership and human relations readiness. (DCSOPS, DCSPER)
3. Offer additional awareness and training opportunities to commanders and leaders at all levels. In order to alleviate the marginalization of the present equal opportunity training program, integrate those opportunities into the entire range of Army training. (DCSPER)

HUMAN RELATIONS TRAINING

Issue 4 – HUMAN RELATIONS TRAINING: The Army recognizes that more emphasis is needed on human relations training. In fact, months before the events at Aberdeen, the Army staff (DCSPER) and TRADOC (Soldier Support Institute) began developing a series of progressive training programs for junior enlisted, NCO and officer training courses. Training programs have already been written and approved and will be implemented before the end of this fiscal year. These programs will be the essence of human relations training in the Army. They are so important that the Army has decided to consider extending its initial entry training by one week to enhance the soldierization process and to ensure new soldiers understand appropriate and inappropriate human relations behavior.

Additionally, in September of 1996, the Army distributed a commercially produced training video, *Prevention of Sexual Harassment*, to help soldiers identify and prevent sexual harassment. This video is available in Army Learning Resource Centers and has been widely used in the field.

After the incidents at Aberdeen, there was obviously a need for immediate and mandatory Army-wide training prior to implementing the programs under development at TRADOC. In January, a comprehensive training packet was distributed and presented to all soldiers in the Army by their chain of command. This training packet, commonly known as *Sexual Harassment Chain Teaching*, reached every soldier in the Active Army, Army Reserve, and soon will reach every National Guard soldier as well.

Chain Teaching was taught by leaders in their units. This is important because leader involvement in human relations training is essential, as the Senior Review Panel clearly stated. In addition to *Chain Teaching*, the Army implemented other initiatives to increase leader participation in human relations training and action planning. Two such initiatives of General Reimer's (*Character Development* and *Consideration of Others/Respect for Others*) are specifically designed to help leaders foster a positive command climate, eliminate all forms of harassment and discrimination, and develop a culture in which people treat one another with dignity and respect.

RECOMMENDATIONS:

1. *Embed human relations training in the Army training system as a doctrinal imperative.*
2. *Ensure that leaders and other human relations trainers are adequately trained and prepared to conduct progressive, sequential, interactive, small group human relations training, and provided the proper training support packages for the conduct of this training.*
3. *Task TRADOC to conduct a comprehensive review of the programs of instruction of all leader development training to ensure that human relations training is embedded in every training program, including all pre-command courses.*

4. *Assign proponency for human relations training to the appropriate level within TRADOC.*
5. *Ensure that leaders participate in human relations training with their soldiers.*
6. *Hold leaders accountable for preparing and executing human relations action plans in support of the Army.*

Actions Taken and in Progress

1. Human Relations Training programs developed by TRADOC (and status).

Initial Entry Training	Approved Mar 97	Implement Sep 97
Basic Leaders (Precommissioning/WOCC/PLDC/BNCOC)	Approved Apr 97	Implement Sep 97
Platoon Leaders (OBC/WOBC/ANCOC)	Approved Apr 97	Implement Sep 97
Company Leaders (OAC/WOAC/1SG)	Approved Jun 97	Implement Sep 97
Bn/Bde Leaders (C&GSC/SGM/CSM)	Approved Jul 97	Implement Oct 97
Drill Sergeant School (Immediate revision)	Approved Feb 97	Implemented Mar 97
Drill Sergeant School (Expanded revision)		3 rd Qtr FY 1998

2. Other Human Relations Training and Education Initiatives.

a. *Consideration of Others/Respect for Others*-- Program whose purpose is to foster a positive command climate, eliminate all forms of harassment and discrimination and develop a culture in which people treat one another with dignity and respect. Currently in use at USMA and MDW.

b. *Living Army Values Video* -- Fielded in June 1997 Army-wide. Video discusses history of Army values and current societal and organizational conditions that warrant renewed emphasis on Army values. CSA encouraged units to use as part of professional development.

c. *Sexual Harassment Chain Teaching* -- Completed for active Army and USAR. Ongoing in ARNG.

d. *Prevention of Sexual Harassment Handbook for Soldiers and Leaders* -- Two handbooks were developed--one for soldiers and one for leaders--with guidelines and responsibilities for preventing sexual harassment. Staffing for these handbooks continues.

e. *Sexual Harassment Policy Card* -- USAREC is now issuing this card which provides all new recruits with steps they should follow if sexually harassed.

f. *DEOMI EOA Training*: EOAs from all MACOMs meet periodically at DEOMI for five day instructional training sessions. All facets of the EO and SH program are discussed and ideas are exchanged from EOAs throughout the Army.

3. *Character Development XXI* is a CSA initiative to ensure the Army values are understood by all soldiers. The program includes products already mentioned above (the Army values video and *Consideration of Others* program).

Actions to be Taken and Agency Responsible

1. Create a Leadership Task Force to determine the best method of embedding human relations training in Army doctrine. **(DCSPER)**
2. Determine the most effective method for assessing human relations. **(DCSPER)**
3. Incorporate accountability of human relations into the performance evaluation process. This may include a HR performance objective in the support form used for performance counseling. **(DCSPER)**
4. Continue to implement revised Human Relations training in TRADOC schools. **(TRADOC)**
5. Determine proponency for HR training. **(TRADOC/DCSPER)**
6. Revise AR 600-20 to require leader participation in all HR training. **(DCSPER)**

EQUAL OPPORTUNITY POLICY AND PROCESSES

ISSUE 5 -- EQUAL OPPORTUNITY: AR 600-20, Army Command Policy, outlines the Army's Equal Opportunity (EO) policy. This policy is based upon strong foundations which, if followed and adhered to, will result in an effective, efficient and workable Army EO program. The Army complaint system is outlined simply and clearly in this regulation. Informal and formal complaint procedures are defined and the roles of both the Equal Opportunity Advisor (EOA) and the investigating officer in dealing with complaints are delineated. Commanders' responsibilities as well as the roles of other agencies to which the soldier may turn with a complaint are described. Identified omissions (appeals timelines and the requirement for mandatory command climate assessments) have been added to the updated draft regulation. The Army has revised its most comprehensive EO report, the Annual Narrative Statistical Report (ANSR). This revision allows commanders to identify trends and problems quickly so that they can move swiftly to resolve them. The Army has an established policy and identified procedures to run an effective EO program. The major weaknesses are that the Army has not assigned enough resources against this program nor achieved leader commitment to making the EO program viable and successful.

RECOMMENDATIONS:

1. *Re-engineer the EO program from top to bottom to make it responsive to leaders and soldiers, to protect those who use it, and to ensure that those working in it are not stigmatized. Re-engineering should address the need for a human relations military occupational specialty and an improved rank structure for all EOA's.*
2. *While program is being re-engineered:*
 - a. *Establish and sufficiently staff a Directorate for Strategic Human resources with responsibility for assessing, training, researching, benchmarking, reporting and integrating EO program activities.*
 - b. *Properly resource EOA positions by rank and grade in accordance with current regulatory guidance.*
 - c. *Provide adequate host installation EOA resources for tenant activities.*
 - d. *Monitor training support package development.*
 - e. *Make EOA utilization and human relations/equal opportunity training a mandatory item in Quarterly Training Briefs.*
 - f. *Explore the need for a temporary sexual harassment assistance office at the installation level until trust and confidence can be reestablished in the EO complaint system.*

g. Implement a "Respect for Others" program patterned after the Military District of Washington's "Consideration of Others" program for Army Active Component, Reserve Components, ROTC and OCS.

h. Either properly train and assign EOR duties to senior NCOs or eliminate EOR positions altogether and hold the commander personally responsible for EO unit training.

i. Ensure commanders understand the EO program and personally participate in EO training.

j. Embed human relations training in all leadership training.

Actions Taken and in Progress

1. Staffing of EOA positions: After examination, the staffing of EOA positions throughout the Army was determined to be insufficient. The Secretary of the Army has approved staffing for the Human Relations/ Equal Opportunity field as follows:

HQ DA	LTC, MAJ (3), SGM, SFC (3)
MACOM	LTC, SGM, MSG
CORPS	LTC, SGM, MSG
DIVISION	LTC, MSG, SFC
BRIGADES/	SFC
BDE EQUIVALENT UNITS	
INSTALLATIONS <10,000	SFC
INSTALLATIONS >10,000	SFC (2)

In addition to the changes being implemented as listed above, the position of Director, Human Relations Directorate, Deputy Chief of Staff of Personnel, Headquarters, Department of the Army, was upgraded from Colonel (COL) to Brigadier General (BG).

2. AR 600-20, Army Command Policy, revision: The AR is being rewritten to reflect changing requirements. Changes already drafted include:

Chapter on Prevention of Sexual Harassment

Inclusion of DoD definition of sexual harassment

Requirement for mandatory command climate assessment

Extension of timelines for investigations of possible retaliation against complainants

Provision to allow EOA's to swear in complainants

Outline of new Personnel Command (PERSCOM) "centrally managed" EOA selection process

New EOA staffing requirement which dictates that EOA's will be on commander's special staff

Mandates twice a year small group, interactive sexual harassment training

Outlines requirements for new quarterly reporting procedures
Establishes timelines for appeals process

3. Realign EO program to reflect Army demographics: The perception exists that the EO program is a program for minorities and women. An analysis of soldiers assigned to the EO program reflects the fact that minorities and women are overrepresented in the program while white males are underrepresented. As a result of this analysis, PERSCOM has changed its EOA assignment policy. PERSCOM has adopted a "centrally-managed" policy for EOAs which relies less on volunteers than the program does at this time. By centrally managing the soldiers assigned to this program, PERSCOM will realign the program to reflect Army demographics.
4. Remove stigma that EO is not a career enhancing assignment: PERSCOM will assign highly-competitive, "top" performers to the EO program under its new centrally managed assignment policy. In doing so, PERSCOM hopes to increase the credibility of the program. Officer Personnel Management System (OPMS) XXI will establish an HR career field (Functional Area 43) which will allow officers serving in HR positions to compete for promotion with officers performing similar missions and functions.
5. Relook DEOMI training: Training for EOA's requires 15 weeks of schooling at the Defense Equal Opportunity Management Institute at Patrick Air Force Base in Florida. DEOMI cadre, Training and Doctrine Command (TRADOC)/Soldier Support Institute (SSI) personnel and representatives from DA Human Resources Directorate met in Florida in June to discuss how EO training could be adapted to better meet evolving requirements. Coordination is also being conducted with DEOMI to increase available training slots for Army personnel at EOA qualification courses.
6. Develop EO Training Support Packages (TSP): SSI has rewritten all levels of TSP's which are used in formal military schooling. See issue #4 under Human Relations for timelines.
7. Implement "Consideration of Others" Program: United States Military Academy (USMA) and the Military District of Washington (MDW) have actively adopted this program for use within their commands.

Actions to be Taken and Agency Responsible

1. Manning documents will reflect increased staffing requirements. Soldiers must be assigned to positions. (DCSPER, DCSOPS, PERSCOM)
2. AR 600-20 will be staffed and published and additional changes resulting from the Senior Review Panel on Sexual Harassment must be incorporated into the regulation. All associated regulations, field manuals and pamphlets dealing with training, staffing, leadership and EO issues will be reviewed and changed to reflect evolving policy as outlined in AR 600-20. (DCSPER, ARMY STAFF, MACOM'S, IG, JAG, CHIEF OF STAFF, ASA M&RA)

3. PERSCOM will continue to work on realigning program to mirror Army demographics. Soldiers serving in EOA positions will not be removed to meet demographic goal. Soldiers will complete their full tours as EOA and will be replaced by 1999 by soldiers who reflect Army demographics. **(PERSCOM)**
4. Commanders will become involved in and will support EO program in order to give it credibility and to remove the stigma that EO is not a career enhancing assignment. Training, mentorship and policy changes will be key to effecting this change. **(COMMANDERS, TRADOC, DCSOPS, PERSCOM)**
5. DEOMI does not have enough quotas to train the EOAs being added to the Army force structure. Fix is to be developed. The entire DEOMI training program will be examined to determine if it adequately trains EOAs from the SFC to the LTC level. If not, coordination needs to be affected with DoD to adjust training for all services. Key questions which need to be answered include: Does DEOMI prepare soldiers to perform EO duties? Is it possible to train SFC's and LTC's in the same course? Is it necessary to conduct training for 15 weeks? How can we fix the Army Service Specific Training (ASST) portion of the course? **(DoD, SERVICES, DCSPER, DEOMI, TRADOC, DCSOPS)**
6. A Training Support Package for the training of Equal Opportunity Representatives (EOR) will be developed. **(TRADOC)**
7. A "Respect for Others" program patterned after the "Consideration of Others" program will be implemented by the active Army and Reserve forces. Program must be used in ROTC and OCS. **(DCSPER, DCSOPS, TRADOC, OCAR)**
8. Determination needs to be made if an EO MOS needs to be reinstated in the Army. **(DCSPER, DCSOPS, PERSCOM)**
9. Feasibility for establishing a Division for Strategic Human Resources needs to be examined. **(DCSPER, DCSOPS)**
10. EOA utilization and HR/EO training will be made a mandatory item to the unit training briefing. **(DCSPER, DCSOPS)**
11. Need for a temporary sexual harassment assistance office at the installation level needs to be examined. **(DCSPER)**
12. EOR concept will be analyzed for improvement. **(DCSPER)**
13. A training program will be developed for commanders so that they fully understand the Army EO program and the role it plays in the combat readiness of our forces. HR training must be included in all leadership training. **(DCSPER, TRADOC)**

CLIMATE ASSESSMENTS

ISSUE 6 – CLIMATE ASSESSMENT: Command climate refers to the health and functioning of an organization by examining factors such as morale, teamwork, and communication. Climate assessment is accomplished through some or all of the following: group and/or individual interviews, observations, surveys or questions, and reviews of records and reports. The Army has policies, procedures and survey instruments to conduct climate assessments.

RECOMMENDATIONS:

- 1. Develop and field a command climate assessment instrument tailored to each type unit.*
- 2. Mandate the conduct of a command climate assessment down to company-sized units at least annually.*
- 3. Provide standardized guidance from HQDA concerning the use of assessment results.*
- 4. Create a mechanism for holding commanders accountable for command climate.*

Actions Taken and in Progress

- 1. Policy:** AR 600-20 is being revised to *require* that commanders conduct climate assessments within 90 days of assuming command (180 days for Reserve Component) and annually thereafter. A discussion of climate assessments and how to conduct them is contained in the revision of AR 600-20. AR 600-20 requires staffing before final approval.
- 2. Command Climate Survey:** As tasked by the Chief of Staff, the Human Resources Directorate in DCSPER, in conjunction with Army Research Institute (ARI), developed a Command Climate Survey. This instrument is designed to assist commanders in conducting a climate assessment in their units. The draft Command Climate Survey was approved by the CSA and is distributed each month at the Pre-Command Course. The draft Command Climate Survey was briefed at the Sergeants Major Academy, DEOMI, and the Commandant/Garrison Commanders Conference. Currently, feedback from commanders is being assimilated into the survey and the CSA asked for a “final” version of the survey by December 1997.
- 3. Equal Opportunity Climate Survey:** As recommended by the Extremism Task Force, ASA(M&RA) is leading the development of an Equal Opportunity Climate Survey. The survey items were finalized and a computerized version of the survey is expected by Fall 1997.

4. A revised Annual Narrative Statistical Report (ANSR) was developed which provides detailed information concerning EO complaints and mandates that every MACOM, Installation, Corps, Division and Colonel Command report their essential EO data on a quarterly basis.

Actions to be Taken and Agency Responsible

1. Implement revised AR 600-20. (DCSPER)
2. Develop media plan for launching the Command Climate Survey (DCSPER, PAO, ARI)
3. Develop distribution plan for the Command Climate Survey. (DCSPER, TRADOC, ARI, DEOMI)
4. Develop training on use of computerized survey. (DCSPER, DEOMI, ARI)
5. Distribute the Equal Opportunity Climate Survey. (DCSPER, ASA/M&RA, TRADOC)
6. Provide instruction on Equal Opportunity Climate Survey. (ASA/M&RA, DCSPER, TRADOC)

ARMY COMMAND POLICY

Issue 7 – ARMY COMMAND POLICY: AR 600-20, Army Command Policy, covers a wide range of Army subjects to include: command authority, chain of command, delegation of authority, temporary and emergency command, extremist activity, the Army language policy, sexual harassment, fraternization, religious accommodation, homosexual conduct policy, and many other key areas. The Army devoted a chapter of this regulation to Equal Opportunity policies and procedures to emphasize the importance of Equal Opportunity (EO) as a command issue. AR 600-20 served the Army well throughout the past but it is essential that it be continuously updated to keep pace with both our changing society and military.

RECOMMENDATIONS:

Publish AR 600-20 immediately and publish interim changes as they develop.

Actions Taken and in Progress

1. AR 600-20 was revised and staffed for publication. However, because of events at Aberdeen Proving Grounds, efforts to immediately publish the regulation were not resumed because of anticipated rewrites of the equal opportunity chapter and the addition of a chapter on sexual harassment.
2. The AR is being revised for immediate staffing, legal review, and publication, subject to the Secretary of the Army's approval of the recommended revisions.
3. Equal Opportunity complaint procedures were completely revised to establish a more effective timeline. Whistleblower protection was also revised to ensure the protection of all complainants against retribution. These revisions will be included in the new regulation.
4. More stringent criteria for unit climate assessments, including a requirement that such assessments be conducted within 90 days of taking command, were also developed for inclusion in the revised regulation.

Actions to be Taken and Agency Responsible

Publish AR 600-20 immediately upon completion of staffing. (DCSPER)

SUPPORT FOR TRAINING BASE

ISSUE 8 – SUPPORT FOR THE TRAINING BASE: The Army and TRADOC understand the importance of the training base as the key foundation in the soldierization process. The soldierization process includes instruction on human relations among other key socialization objectives.

RECOMMENDATIONS:

- 1. Task TRADOC to review the command and control structure at each installation responsible for IET and where it is inadequate, remedy it.*
- 2. Increase the length of IET to allow for more intense, more rigorous soldierization and the inculcation of Army values.*
- 3. Better utilize drill sergeants as trainers of Army values.*
- 4. Staff the drill sergeant, command and cadre, and recruiting positions with a more appropriate mix of trained men and women professionals.*

Actions Taken and in Progress

1. Completed initial review of IET structure and provided company executive officer positions in each AIT company.
2. The CSA tasked TRADOC to add an additional training week to IET to allow for more intense and rigorous soldierization.
3. Currently, a Task Force at Fort Jackson is reviewing the Drill Sergeant School Program of Instruction to provide recommendations in reference to the necessity and instructional methodology for further HR training to the CG, TRADOC. POI revision is geared towards an interactive/embedded approach rather than an antiquated conference/discussion format.
4. In Oct 95, the Career Management Field (CMF) mix for CS/CSS MOS Drill Sergeants increased from 20% to 50%. This increase was offset by decreases in CMF11 percentages (50 to 30%) and other Combat Arms MOS's (30 to 20%). Female DS assignment ratios were established at two per company which trains females for BCT and OSUT units, one per AIT company that trains females, and two per FTU which trains females.

Actions to be Taken and Agency Responsible

1. Monitor assignment and utilization of executive officers in AIT to determine benefit of permanently authorizing them. Consideration of DS replacement with AIT cadre. Assign chaplain unit ministry teams to IET training BNs. Review IET structure based on these changes. (TRADOC / DCSPER)
2. Complete review of proposed BCT/OSUT POI and, if approved by CG TRADOC, coordinate necessary actions to increase course length with DA. (TRADOC)
3. Incorporate after action reviews to be used to discuss all facets of training to include the HR dimension. DS training must make greater use of actual case studies and SMEs. (TRADOC)
4. Recommend that criteria and opportunity for drill sergeant duty be publicized. More soldiers, particularly women, should be encouraged to apply through such incentives as increased promotion points and follow-on assignment selection/stabilization. The employment of women in leadership positions (Cdr, CSM., 1SGTs) will be monitored in affirmative action panels at MACOM and installation levels. Review combat probability coding of IET cadre positions. (TRADOC, PERSCOM)

INITIAL ENTRY TRAINING

ISSUE 9 – INITIAL ENTRY TRAINING (IET): The Army is committed to providing quality training to all soldiers to include trainees, cadre and recruiters. The Army's intent is to provide them the tools they need to perform their assigned missions successfully and efficiently. The Army has developed a solid infrastructure which has been effective in training U. S. soldiers to support and defend the Constitution for the past 222 years. The Army training base will continually strive to develop leaders who uphold the Army value system and who are committed to eliminating sexual harassment and discriminatory practices from the Army today.

RECOMMENDATIONS:

- 1. Improve IET cadre and recruiter training to include tools and techniques for addressing inappropriate behaviors in units and for recognizing and interrupting the potential for inappropriate personal behavior.*
- 2. Incorporate ethics and human relations training in recruiting and IET cadre courses, to include professionally facilitated sensitivity training.*
- 3. Combine the three separate drill sergeant schools into one school, properly resourced and staffed to educate all Army drill sergeants to a given standard of excellence.*

Actions Taken and in Progress

1. Revision of IET cadre courses. IET cadre training consists of Pre-Command Course (PCC), Cadre Training Course (CTC), and Drill Sergeant School (DSS). The Army is currently revising all of these courses with the intent of embedding Human Relations (HR) training and Army values throughout each course. The status of the courses is as follows:

a. Pre-Command Course Human Relations Training Support Package (Battalion/Brigade Level) Course has been developed and is being staffed. (TRADOC)

b. Cadre Training Course Human Relations Training Support Package (Platoon Level). Course has been developed and is awaiting implementation. (TRADOC)

c. Drill Sergeant Program of Instruction (POI). The Army implemented a new Drill Sergeant POI in Mar 97. This POI includes 10.5 additional hours in Human Relations (HR) training. Fort Jackson is reviewing this POI in order to provide recommendations to the Commanding General (CG), TRADOC regarding instructional

methodology for further HR training. These recommendations are due in Dec 97.
(TRADOC)

2. Values Card. DA is studying the feasibility of distributing a "values card" to help soldiers internalize Army Values. The values card consists of the Army Values, (*Duty, Integrity, Courage, Loyalty, Respect, Selfless Service, and Honor*) and soldier responsibilities in adhering to Army values. **(DCSPER)**

Actions to be Taken and Agency Responsible:

- 1. Review and oversee implementation of Equal Opportunity/Prevention of Sexual Harassment TSP's. (TRADOC)**
- 2. Incorporate ethics and human relations training in recruiting and IET cadre courses. Include facilitated sensitivity training. (TRADOC)**
- 3. Consider initiative to provide a Defense Equal Opportunity Management Institute instructor position within each DSS. (TRADOC)**
- 4. Consider possibility of combining the three separate drill sergeant schools into one school which is properly resourced and staffed to educate all Army drill sergeants to a given standard of excellence. (TRADOC)**

DRILL SERGEANT AND INSTRUCTOR SELECTION

Issue 10 – DRILL SERGEANT AND SERGEANT AND INSTRUCTOR

SELECTION: DSS candidates must be fully developed, mature and possess ethics and professionalism beyond reproach. Only the best NCOs should be selected for this duty—our recruits deserve this.

RECOMMENDATIONS:

- 1. Implement and improve screening procedures for drill sergeants, cadre, and instructors in IET, including psychological screening.*
- 2. Ensure that failure to complete the Drill Sergeant School does not end or mar a candidate's career unless the failure results from misconduct or failure to meet the baseline requirements for an NCO.*

Actions Taken and in Progress.

1. DCSPER is developing a proposal to expand the screening process for soldiers being considered for drill sergeant duty. The proposal will address security and law enforcement records, official personnel files, the commander's evaluation and a mental health evaluation.
2. PERSCOM is analyzing the feasibility of implementing comprehensive background screening for soldiers being considered for assignment to cadre and instructors in IET.
3. TRADOC is currently conducting a limited test at Fort Benning to determine the feasibility of predicting inappropriate behavior through the psychological testing of DS candidates.
4. DCSPER is enhancing the Drill Sergeant selection process already implemented. Enhancements include: an OMPF review (including restricted file), a requirement that a LTC or above personally certify that DS candidates meet the established selection criteria and demonstrate the requisite leadership potential, and a requirement that both volunteer and nonvolunteer DS selectees undergo a mental evaluation.

Actions to be Taken and Agency Responsible

1. Develop and coordinate an Army policy on the impact of DS school failure on soldiers' records. This subject was addressed by both reports, but recommendations were totally different. (DCSPER)

ADVANCED INDIVIDUAL TRAINING

Issue 11 – ADVANCED INDIVIDUAL TRAINING: AIT is a crucial link in the soldierization process. Upon graduation from AIT, a recruit becomes a soldier. AIT must serve as a place to polish and reinforce those critical soldierization skills learned in BCT. A new approach is needed that focuses on the continuation of the soldierization process begun in BCT along with the continuing development of tactical, technical and soldier skills and attitudes.

RECOMMENDATIONS:

- 1. Implement a renewed AIT approach that focuses on the continuation of the soldierization process begun in BCT as well as tactical, technical and soldier skills and attitudes.*
- 2. Treat all trainees in a like manner, to include other service attendees and reclassified soldiers, or place these personnel in separate courses from IET personnel.*
- 3. Increase the training responsibilities of drill sergeants in AIT after the current shortage of drill sergeants is remedied.*

Actions Taken and in Progress

1. TRADOC developed BCT/OSUT EO/POSH TSPs which are currently being evaluated.
2. TRADOC DSS POI and DS responsibilities are being reviewed by the DS POI Task Force.

Actions to be Taken and Agency Responsible

1. TRADOC will review recommendations of TF and implement appropriate measures to ensure training responsibilities are maximized and non-training responsibilities are minimized. (TRADOC)
2. TRADOC intends to implement follow-on HR training for AITs which are longer than eight weeks. These AIT students require more refresher training than do those in shorter length AITs. Additionally, TRADOC is preparing to provide civilian cadre with HR training. (TRADOC)
3. DS POI Task Force must recommend increased training responsibilities for AIT drill sergeants. (TRADOC)

ARMY CORE VALUES

Issue 12 – ARMY CORE VALUES: Leaders must epitomize Army values. CSA has recently approved the following Army values: **duty, respect, loyalty, courage, selfless service, integrity, and honor.** They are included in the draft leadership doctrine and were included in Army Vision 2010 published on 13 November 1996.

Character Development XXI is a program which not only incorporates the publication of the new leadership doctrine but also connects the Army's evaluation systems to the new doctrine. This connection encourages leaders to focus on the redefined Army values. The Officer Evaluation Report (OER) is already on track for implementation. The new OER reflects the redefined values and mirrors the leadership framework found in the emerging leadership doctrine. The evaluation system becomes a tool for leaders to reinforce the importance of upholding Army values.

The NCO Evaluation Report (NCOER) will also undergo a review to align values in the process.

RECOMMENDATIONS:

1. *Develop and provide literature to new recruits on the Army's core values, ethics, and ethos.*
2. *Build a new training program into IET to inculcate Army values, appropriate behavior, and team building.*

Actions Taken and in Progress

1. A USAREC sexual harassment card was published and given to new recruits. Letters concerning prevention of sexual harassment are now sent to parents of new recruits.
2. Army Core Values are embedded in the revised **Leadership Doctrine** (FM 22-100, Army Leadership).
3. The Human Resources Directorate has developed a prototype **Army Values Card**. The feasibility of issuing this card to soldiers is being studied.
4. **Living Army Values Video** -- Fielded in June 1997 Army-wide. This video discusses history of Army values and current societal and organizational conditions that warrant renewed emphasis on Army values. CSA encouraged units to use the video as part of ongoing professional development programs.

Actions to be Taken and Agency Responsible

1. The Center for Army Leadership will publish the Leadership Doctrine (FM 22-100) in April 1998 (TRADOC).
2. Extend Initial Entry Training to include additional human relations training that inculcates Army values, appropriate behavior, and team building (TRADOC).

VICTIM ASSISTANCE

Issue 13 – VICTIM ASSISTANCE

RECOMMENDATION:

Ensure that professionals and leaders who are expected to deal with soldiers reporting incidents of inappropriate sexual behavior are trained and qualified.

Actions Taken

None

Actions to be Taken and Agency Responsible:

1. The Deputy Chief of Staff for Personnel will evaluate the demographic breakout of the Army's Criminal Investigation Division Command (CIDC) personnel to ensure that the command's personnel profile reflects the overall Army's personnel profile. (DCSPER)
2. TJAG will research and determine if there are differences between the investigating means and standards for the Criminal Investigative Division Command and the military police. (TJAG)

CONFIDENTIALITY FOR VICTIMS

ISSUE 14 – CONFIDENTIALITY FOR VICTIMS: Various laws, rules and regulations restrict how the Federal government can use information collected in counseling and/or therapy sessions. However, commanders are considered as having a need to know for most situations involving their soldiers. Professionals (e.g. mental health and chaplains) are obligated in many instances to inform commanders of potentially adverse information. Victims of inappropriate sexual behavior may be reluctant to seek help through the Army system due to the lack of confidentiality.

RECOMMENDATION:

Pursue relief from current rules that limit confidentiality for victims of sexual harassment

Actions Taken and in Progress

The Joint Services Commission on Military Justice is examining adding Military Rule of Evidence 513, which deals with psychotherapist-patient privilege, to the Manual for Courts Martial. However, it is unknown at this point if this rule will include soldiers, or only family members and retirees.

Actions to be Taken and Agency Responsible:

Establish a Process Action Team to examine this issue and make a recommendation. (OTJAG, MEDCOM, CHIEF OF CHAPLAINS)

REQUIRED REVIEW OF THE RESULTS OF THIS ACTION PLAN

ISSUE 15 - FOLLOW UP MECHANISM: The Secretary of the Army has directed the ASA(MRA) and the Vice Chief of Staff, Army to jointly oversee a thorough evaluation of the results of this action plan. The Human Resources Directorate of the ODCSPER will facilitate the evaluation with the assistance of experts as required. The report resulting from the evaluation will be provided the Chief of Staff, Army and the Secretary of the Army approximately one year from implementation of this action plan. It will include survey results; an analysis of the revised teaching packages, and data from focus groups or other methods used to determine the effectiveness of this action plan.

Continue to publish command information addressing the intensive ongoing Army efforts to eliminate sexual harassment to support equal opportunity.

ASSESSMENT OF ARMY CRIMINAL INVESTIGATIONS

ISSUE 16- ASSESSMENT OF ARMY CRIMINAL INVESTIGATIONS: In recent Army investigations of sexual harassment or sexual assault, allegations were raised concerning perceived improprieties and irregularities. Concurrently, the Senior Review Panel on Sexual Harassment concluded that victims of sexual offenses are frequently re-victimized during the ensuing investigations and that investigators of sexual harassment cases need further training and better qualifications.

The Secretary of the Army will determine if a more comprehensive assessment of Army investigations is warranted.

IG SPECIAL INSPECTION OF IET (EO/SH)

Issue 17 - IG Special Inspection of IET (EO/SH): The Secretary of the ARMY directed the IG to conduct a special inspection of equal opportunity/sexual harassment and sexual misconduct policies and procedures at initial entry training (IET) organizations. The inspection was initiated as a result of a series of well publicized incidents of sexual harassment and/or sexual misconduct which occurred in the training base. The cases involving leaders and trainees all stem from the individual abuse of authority and failure to maintain appropriate leader and individual standards of conduct. The inspection also assessed the systemic conditions in the training base surrounding these incidents. During the course of the inspection, IET leadership and trainees identified the following three elements essential for the effective deterrence of sexual harassment and sexual misconduct: command emphasis, timely and effective Equal Opportunity/Sexual Harassment training, and chain of command execution of the complaint process.

RECOMMENDATIONS:

- 1. Assess sexual harassment training, the complaint process, accuracy of reporting and soldier confidence.*
- 2. Assess drill sergeant and cadre selection process, training, and policies.*
- 3. Assess IET structure, manning, and design.*
- 4. Assess other factors that may cause soldiers to be susceptible to sexual abuse or misconduct.*
- 5. Assess the responsibility and accountability of the chain of command.*

Actions to be Taken and Agency Responsible

RECOMMENDATION 1:

1. Establish a program IAW AR 600-20 to begin discussion on EO/SH as soon as the enlistment contract is signed. (USAREC)
2. Provide guidance to subordinate installations to ensure the conduct of required senior leader training. (TRADOC)
3. Provide guidance and assistance to subordinate installations to ensure execution of the complaint process to standard. (TRADOC)
4. Review the current practice of rarely punishing trainee participants in consensual sexual relationships with cadre and ensure DS/Cadre training emphasizes likelihood of their risk. (TRADOC)

RECOMMENDATION 2:

1. Require direct input from a commander (LTC or higher) serving in the unit of the prospective DS on all nominees and volunteers selected to attend a DSS. Chain of command input should include the following areas: leadership abilities; motivation to be a drill sergeant; character/integrity weaknesses; financial problems; APFT; temporary medical profiles; observed reaction to stress; and incidents of spouse, soldier, or child abuse. (PERSCOM)
2. Conduct a bottom-up review of the POI of the Drill Sergeant Course. The methods of instruction presented in the Drill Sergeant Course should be examined, particularly in light of resources available (time and personnel). More training is needed on how to be a drill sergeant in a gender integrated training center. In addition, recommend that TRADOC expand external quality control and quality analysis of the first sergeant schools. (TRADOC)
3. Expand TRADOC Regulation 350-6 to require that IET instructors, both military and civilian, attend an appropriate IET orientation course. (TRADOC)
4. Amend TRADOC Regulation 350-6 to require all cadre personnel to attend either PCC, CTC, or the orientation course (mini-CTC) prior to, or within 30 days of reporting to an IET unit. Consider feasibility of distance learning. DCSOPS resource a CTC at every US ARMY Training Center for FY 98 or in the 9903 mini-POM. (TRADOC)
5. Monitor installations to ensure attendance of company grade officers, command sergeants major, first sergeants, and cadre at CTC or the mini-CTC. (TRADOC)
6. Initiate a review of the content and focus of CTC/PCC instruction to ensure proper emphasis is given to AIT responsibilities and leader issues. (TRADOC)
7. Make drill sergeant duty more desirable by changing DS Special Duty Allowance Pay as requested by TRADOC and by attempting to offer first choice assignments to drill sergeants who have successfully completed a DS assignment. In instructions to SFC and MSG selection boards, DS duty should continue to be given special emphasis. Conversely, any failure to attend or complete the DS Program should be annotated on the OMPF through an academic report or NCOER with the reason for the failure (medical, motivational, academic failure, administrative, etc.). (PERSCOM)
8. Institutionalize the DS Team in the Combat Arms Division of EPMD. The functions of DS selection, assignment, and personnel management should be permanently resourced and requirements and authorizations documented on the TDA. (PERSCOM)
9. Monitor the assignments of all brigade and battalion field grade officers who have been assigned to an IET unit to ensure attendance at PCC. (PERSCOM ICW TRADOC)

RECOMMENDATION 3:

1. Remove CMF restrictions for female drill sergeant assignments. While floors for combat arms CMF should not be removed, the system should focus on allowing those who volunteer to serve. (**PERSCOM ICW TRADOC**)
2. Conduct a clean sheet review of the IET organizational model to establish and standardize a school model to the appropriate level. (**TRADOC**)
3. Establish an annual review process to audit and validate IET policy supplementation to be submitted by installations. (**TRADOC**)
4. Clarify and define the relationship between the buddy system and prevention of sexual harassment in TRADOC Regulation 350-6. Once revised, commanders at all levels must strictly enforce the buddy system. (**TRADOC**)
5. Review the diversion of IET resources to support other installation priorities. In coordination with DCSOPS, determine requirements to increase TRADOC IET structure authorizations to a level commensurate with IET workload. (**TRADOC**)
6. Ensure all essential cadre positions are authorized on TDAs and filled to 100% in all IET units. (**DCSOPS and DCSPER ICW TRADOC**)
7. Review and eliminate personnel taskings that require IET cadre to support extended overseas deployments. (**DCSOPS ICW TRADOC**)
8. Assign officers with previous IET experience as Inspectors General to TRADOC installations. (**PERSCOM**)
9. Reevaluate and revise, as necessary, the drill sergeant to student ratio to ensure adequate trainee supervision. (**TRADOC**)
10. Determine the feasibility of moving AIT assets at Aberdeen Proving Ground to a TRADOC installation. (**TRADOC ICW DCSOPS**)
11. Determine the feasibility of consolidating AIT training for each CMF at one installation--for example, all 88M training at Fort Eustis, all ordnance training at one TRADOC installation, etc. (**TRADOC ICW DCSOPS**)
12. Review all installation IET supplements and local regulations to ensure compliance with TRADOC Regulation 350-6. (**TRADOC**)

RECOMMENDATION 4:

1. Establish proponentcy at ARSTAFF level for rape prevention policy and develop a training program to be integrated into IET POIs. **(DCSPER)**
2. Ensure training of prohibited conduct emphasizes Army values and the unit readiness impact of these acts and the potential adverse personnel consequences. **(TRADOC)**
3. Clarify and define the specific relationship between the buddy system and prevention of sexual harassment in TRADOC Regulation 350-6. **(TRADOC)**
4. Initiate measures to strengthen the buddy system to include application to CQ details. **(TRADOC)**
5. Reemphasize the proper way of addressing trainees in the drill sergeant school POI, CTC POI, and TRADOC PCC POI. **(TRADOC)**
6. Conduct a safety risk assessment of installation lighting in IET troop areas. **(TRADOC)**
7. Review the existing policy regarding trainee detail use and the trend of increasing reliance on soldier details. Initiate measures necessary to ensure effective control procedures are in place for trainee details. Include trainee supervision responsibilities in the job descriptions of civilian employees supervising trainees. **(TRADOC)**
8. Publish command guidance emphasizing the importance of enforcing the existing on-post alcohol consumption policies. **(TRADOC)**
9. Review the smoking cessation policy for trainees, modify if required, and then strictly enforce at all installations. **(TRADOC)**
10. Ensure training of prohibited conduct emphasizes Army values and the unit readiness impact of these acts and the potential adverse personnel consequences. **(TRADOC)**
11. Strictly enforce existing policy regarding holdovers/inactive students and grant waivers when soldiers meet criteria. **(TRADOC)**
12. Continue to review current regulatory guidance on medical evaluation board and physical evaluation board conduct to determine if there is a need for expeditious processing of cases involving IET soldiers. **(PERSCOM ICW Health Services Command)**
13. Initiate measures to reduce the holdover rate at training centers that habitually exceed average holdover rate. **(TRADOC and PERSCOM)**
14. Take steps to align course security clearance requirements with policy. **(TRADOC ICW PERSCOM)**

RECOMMENDATION 5:

1. Establish specific standards for separate and secure housing for IET soldiers and a gender integrated training environment and provide resources to TRADOC installations to meet those standards. **(ACSIM)**
2. Review requirements for investigative assets at IET installations and upgrade where necessary. **(CIDC)**
3. Incorporate the recently revised Trainee Abuse Report and the Risk reduction Readiness Report. **(TRADOC)**
4. Develop command inspection program IAW AR 1-201 and include sexual misconduct/trainee abuse issues as areas of assessment. Routinely use sensing sessions and climate surveys as tools in this program. **(Installation Commanders)**
5. Publish a specific command presence policy and ensure implementation. **(TRADOC)**
6. Develop and implement a command-wide ODP/NCODP program with appropriate emphasis on sexual misconduct. Brigade and Battalion Commanders and CSMs must ensure that Company Commanders are properly mentored and understand their responsibilities as IET company commanders. **(Brigade and Battalion Commanders and CSMs)**
7. Become more involved in IET, particularly in the mentoring of drill sergeants and company commanders. CSMs must develop an NCODP and must know where to be to assist the commander in accomplishing the mission. **(TRADOC CSMs)**
8. Conduct a CAAR at the completion of every training cycle to gain an appreciation for successes, failures, and trends. Sensing sessions. **(Brigade Commanders)**
9. Revise AR 600-20 to reflect "zero tolerance" emphasis for sexual harassment/sexual misconduct. **(DCSPER)**
10. Review the effectiveness and efficiency of the CASCOM reorganization with dual objectives of: optimizing command and control of training units and standardizing command structures of CAC and CASCOM. Review division of responsibilities at CASCOM to ensure that adequate staff authorizations are provided to USAOC&S to accomplish assigned missions. **(TRADOC ICW CASCOM and USAOC&S)**
11. Review all installation IET supplements and local regulations to ensure compliance with TRADOC Regulation 350-6 and 350-12. Establish an annual review process to audit and validate supplementation of IET policies and regulations. Establish a policy governing cadre rehabilitative transfers. **(TRADOC)**
12. Ensure CTC and PCC provide commissioned and noncommissioned officers the proper training to conduct IET and ensure that attendance is required for all IET cadre. **(TRADOC)**

HUMAN RELATIONS ACTION PLAN

TIER ONE

ISSUE 1 -- LEADERSHIP: Leadership is the key to the problem of sexual harassment in the Army and the key to the solution of that problem.

RECOMMENDATION	LEAD	ASSIST	KEY ACTIONS	STATUS	TARGET COMPLETION
1. Assign to one DA staff agency the primary responsibility for leadership, leader development, and human relations for the Army.	DCSPER	TRADOC DCSOPS M&RA	1. CSA appoint DCSPER as DA agent for leadership and HR. 2. HRD is the ODCSPER executive agent. 3. Appoint GO as DHRD. 4. Staff and resource HRD staffing. 5. DHRD will ask the field to keep it informed as to new and creative ideas which can be shared by the MACOMs.	1. Completed. 2. Completed. 3. Completed. 4. On-going. 5. On-going.	4. 1 st Qtr, FY 98 5. Continuous

RECOMMENDATION	LEAD	ASSIST	KEY ACTIONS	STATUS	TARGET COMPLETION
<p>2. Designate a center of gravity for leadership and human relations doctrine within the Army, which reports directly to the DA staff proponent.</p>	DCSPER	TRADOC	<p>1. Establish a Leadership Task Force to:</p> <ul style="list-style-type: none"> a. Review Panel and IG Reports. b. Develop implementing framework. c. Develop a "Back to Basics" leadership theme. Reevaluate FM 22-100. Require emphasis of professional values. d. Designate a center of gravity for leadership and HR doctrine. e. Rewrite AR 600-100 to ensure unity of effort and institutionalize primary responsibility and relationships. 		<p>1. 1st Qtr, FY 98</p>

RECOMMENDATION	LEAD	ASSIST	KEY ACTIONS	STATUS	TARGET COMPLETION
3. Make leadership and human relations readiness part of the monthly Unit Status Report for all units.	DCSOPS	DCSPER	1. Determine the most effective method for commanders to assess the status of their leadership and human relations readiness.	1. Initial meeting with DCSOPS/DCSPER has been conducted.	1. 4 th Qtr, FY98

RECOMMENDATION	LEAD	ASSIST	KEY ACTIONS	STATUS	TARGET COMPLETION
4. Make the concepts of leadership and human relations a battlefield operating system at our training centers, and an integral element of Army leader development.	TRADOC	DCSPER DCSOPS	<p>1. Assess the feasibility of integrating leadership and HR into the battlefield operating systems at CMTC, NTC, and JRTC.</p> <p>2. New OER lists the Army values and elaborates on skills necessary for military leaders.</p> <p>3. Enforce Army values and foster character development through OER/ OPMS XXI.</p> <p>4. Align NCOER with OER on values.</p> <p>5. DCSOPS will determine the most effective way for commanders to report their command climate.</p> <p>6. Standardize Pre-Commissioning Leadership HR training.</p>	<p>2. Approved for implementation.</p> <p>3. OER complete. OPMS XXI approved.</p> <p>4. Initial review complete.</p> <p>5. On-going</p> <p>6. On-going</p>	<p>1. 4th Qtr, FY 98</p> <p>2. 1st Qtr, FY 98</p> <p>3. 1st Qtr, FY 98</p> <p>4. 2nd Qtr, FY 98</p> <p>5. 3rd Qtr, FY 98</p> <p>6. 2nd Qtr, FY 98</p>

RECOMMENDATION	LEAD	ASSIST	KEY ACTIONS	STATUS	TARGET COMPLETION
5. Effectively incorporate the human dimension of warfare into Army operational doctrine.	TRADOC	DCSPER DCSOPS	1. Include human dimensions into Army doctrine.		1. 4 th Qtr, FY 98
	DCSPER		2. Implement Character Development XXI program.	2. Program approved.	2. 1 st Qtr, FY 98
	TRADOC		3. Rewrite FM 22-100.	3. Initial draft completed.	3. 2 nd Qtr, FY 98
6. Refocus senior leaders on the personal leadership role only they can perform.	Installation CDRs	DCSPER DCSOPS - (AWC) TRADOC	1. Renew senior leader focus on mentoring and participating in "Back to Basics" leadership.	1. Reemphasized at Division Commander Conference and SLTC.	1. 1 st Qtr, FY 98
	DCSPER		2. Produce the "Living Army Values" Video.	2. Completed	
	DCSPER		3. FM 22-100 will explain Army values, define leadership character and discuss character development.	3. Initial draft completed.	3. 2 nd Qtr, FY 98
	DCSPER		4. Study feasibility of "EO of the Year" incentive program.		4. 4 th Qtr, FY 98

ISSUE 2 – HUMAN RELATIONS ENVIRONMENT

RECOMMENDATION	LEAD	ASSIST	KEY ACTIONS	STATUS	TARGET COMPLETION
1. Conduct a critical review of the staffing and organization of the Department of the Army elements responsible for human relations problems and issues.	DCSPER	DCSOPS	1. Establish DCSPER as Chief of HR. 2. Increase HRD staffing by 11. 3. Address manning requirements of EO program. 4. Staffing levels will be continually reevaluated.	1. Completed 2. Initial assessment complete. 3. Initial assessment complete. 4. On-going	2. 2 nd Qtr, FY 98 3. 2 nd Qtr, FY 98 4. Continuous
2. Immediately augment staffing levels with trained professionals to address actions surfacing during the review and while proposed restructuring and resourcing is being implemented.	DCSPER	DCSOPS	1. Appoint BG as DHRD. 2. Upgrade Personnel Readiness and Leadership Division Chief positions (HRD). 3. Assign a HR PhD to Leadership. 4. Increase HR staffing by 11. 5. Resource training developers to SSI for TSPs.	1. Completed 2. Approved 3. Completed. IMA identified. 4. Initial assessment complete. 5. DMO approved.	2. 2 nd Qtr, FY 98 3. 2 nd Qtr, FY 98 4. 2 nd Qtr, FY 98 5. 2 nd Qtr, FY 98

ISSUE 3 – HUMAN RELATIONS POLICY AND PRACTICES

RECOMMENDATION	LEAD	ASSIST	KEY ACTIONS	STATUS	TARGET COMPLETION
1. Make comments on the state of their organizations' human relations environment mandatory in leaders' OERs and NCOERs.	DCSPER	PERSCOM IG	1. Study the feasibility of adding a HR performance objective to the OER support form and NCOER performance counseling. 2. Implement OPMS XXI.	1. New OER effective 1 Oct 97, NCOER being revised. On-going. 2. Approved	1. 1 st Qtr, FY 98 2. 1 st Qtr, FY98
2. Conduct a critical review of the resourcing of those agencies responsible for assisting commanders in implementing and executing human relations policy.	DCSOPS	DCSPER IG TRADOC (SSI)	1. Determine proper staffing level required to best support HR policy. 2. Develop TSPs. 3. Evaluate ASST at DEOML.	1. On-going 2. On-going	1. 1 st Qtr, FY 98 2. 1 st Qtr, FY 98 3. 1 st Qtr, FY 98
3. Immediately augment staffing levels with trained professionals for those agencies to deal with current requirements until the review is concluded and while its proposed resourcing is being implemented.	DCSPER	DCSOPS	1. Determine proper staffing level required to best support HR policy. Increase staff levels - TRADOC (1), SSI (2), and DCSPER (11).	1. On-going	1. 1 st Qtr 98

ISSUE 4 – HUMAN RELATIONS TRAINING

RECOMMENDATION	LEAD	ASSIST	KEY ACTIONS	STATUS	TARGET COMPLETION
1. Embed human relations training in the Army training system as a doctrinal imperative.	DCSPER	DCSOPS TRADOC	1. Create a Leadership Task Force to determine how to embed the human relations training in Army doctrine.	1. Continuous Review	1. 1 st Qtr, FY 98
			2. Promote/expand Character Development XXI program.	2. Continuous Review. On-going.	2. 1 st Qtr, FY 98
2. Ensure that leaders and other human relations trainers are adequately trained and prepared to conduct progressive, sequential, interactive, small group human relations training, and provided the proper training support packages for the conduct of this training.	TRADOC	DCSPER DCSOPS (SSI)	1. Ensure that these techniques are incorporated in schools and training programs for training the trainers. 2. Develop HR Training programs. 3. Examine and revise existing training support packages to create a progressive, sequential, and interactive training program.	2. TSPs have been developed for EO on prevention of sexual harassment.	1. 2 nd Qtr, FY 98 2. 3 rd Qtr, FY 98 3. 1 st Qtr, FY 98
3. Task TRADOC to conduct a comprehensive review of the programs of instruction of all leader development training to ensure that human relations training is embedded in every training program, including all pre-command courses.	TRADOC	DCSPER	1. Review POIs. 2. Develop additional tools for HR training and education.	1. On-going 2. On-going	1. 3 rd Qtr, FY 98 2. Jan 98

ISSUE 5 – EQUAL OPPORTUNITY POLICIES AND PROCESSES

RECOMMENDATION	LEAD	ASSIST	KEY ACTIONS	STATUS	TARGET COMPLETION
1. Re-engineer the EO program from top to bottom to make it responsive to leaders and soldiers, to protect those who use it, and to ensure that those working in it are not stigmatized. Re-engineering should address the need for a human relations military occupational specialty and an improved rank structure for all EOAs.	DCSPER	DCSOPS TRADOC PERSCOM	1. Form a team to reengineer the EO program as indicated. 2. Form an advisory group of veteran EOAs.		1. 1 st Qtr, FY 98 2. 1 st Qtr, FY 98
2. While the program is being re-engineered: 2.a. Establish and sufficiently staff a Directorate for Strategic Human Resources with responsibility for assessing, training, researching, benchmarking, reporting, and integrating EO program activities.	DCSPER	DCSOPS	1. Determine mission, function and composition of Strategic Human Resources Directorate. 2. Delineate individual job descriptions and prerequisites for job. 3. Develop assessment criteria for Army EO functions. 4. Form a team within the division to address Army EO functions.	1. On-going. 2. On-going. 3. On-going. 4. On-going.	1. 1 st Qtr, FY 98 2. 1 st Qtr, FY 98 3. 1 st Qtr, FY 98 4. 1 st Qtr, FY 98

RECOMMENDATION	LEAD	ASSIST	KEY ACTIONS	STATUS	TARGET COMPLETION
2.b. Properly resource EOA positions by rank and grade in accordance with current regulatory guidance.	DCSPER	DCSOPS PERSCOM	1. Resource the EO program. 2. Develop EOA assignment strategy.	1. Approved by SA. 2. Draft complete	1. 2 nd Qtr, FY 98 2. 2 nd Qtr, FY 98
2.c. Provide adequate host installation EOA resources for tenant activities.	DCSPER		1. Quantify/identify EOA support for installation commanders and tenant activities. 2. Require installation commanders to develop MOA's with tenant units to ensure tenant units receive adequate EOA support.	1. Draft complete	1. 2 nd Qtr, FY 98 2. 2 nd Qtr, FY 98

RECOMMENDATION	LEAD	ASSIST	KEY ACTIONS	STATUS	TARGET COMPLETION
2.d. Monitor training support package development.	DCSPER	TRADOC	1. Brief SSI and TRADOC on new EO policy to ensure training reflects current guidance. 2. Staff SSI to perform required missions and functions building TSPs. 3. Review SSI coordination process to ensure material is properly reviewed and approved.	2. DMO approved. 3. On-going	1. 2 nd Qtr, FY 98 2. 2ndQtr, FY 98 3. 3 rd Qtr, FY 98
2.e. Make EOA utilization and human relations/equal opportunity training a mandatory item in Quarterly Training Briefs.	DCSOPS	DCSPER	1. Establish regulatory guidance. 2. Develop assessment criteria to ensure commanders are following guidance.		1. 3 rd Qtr, FY 98 2. 4 th Qtr, FY 98

RECOMMENDATION	LEAD	ASSIST	KEY ACTIONS	STATUS	TARGET COMPLETION
2.f. Explore the need for a temporary sexual harassment assistance office at the installation level until trust and confidence can be reestablished in the EO complaint system.	DCSPER	IG	1. Query installation commanders to determine if requirement exists. 2. If need exists, determine requirements for assistance office.		1. 2nd Qtr, FY 98 2. 3rd Qtr, FY 98
2.g. Implement a "Respect for Others" program patterned after the Military District of Washington's "Consideration of Others" program for Army Active Component, Reserve Components, ROTC, and OCS.	DCSPER		1. Determine what should be included in "Respect for Others" program. 2. Implement program within active component, USAR, ARNG, and Cadet Command.		1. 3rd Qtr, FY 98 2. 3rd Qtr, FY 98

RECOMMENDATION	LEAD	ASSIST	KEY ACTIONS	STATUS	TARGET COMPLETION
2.h. Either properly train and assign EOR duties to senior NCOs or eliminate EOR positions altogether and hold the commander personally responsible for EO unit training.	DCSPER		1. Identify requirements for EO support at battalion level and below and how best to resource these units to perform EO functions. 2. Periodically assess strengths and weaknesses of EOR strategy.	1. On-going	1. 1 st Qtr, FY 98 2. 3 rd Qtr, FY 98
2.i. Ensure commanders understand the EO program and personally participate in EO training.	TRADOC	DCSPER	1. Include information on EO training in PCC, War Colleges, and Advanced Courses. 2. Assess commanders' training programs. 3. Establish a train-the-trainer course and institute a certification process for trainers and commanders.		1. 2 nd Qtr, FY 98 2. 4 th Qtr, FY 98 3. 3 rd Qtr, FY 98

RECOMMENDATION	LEAD	ASSIST	KEY ACTIONS	STATUS	TARGET COMPLETION
2.j. Embed human relations training in all leadership training.	TRADOC	DCSPER DCSOPS	1. Insure all leadership schools from PLDC to the Army War College embed HR training throughout all leadership training.	1. On-going	1. 2 nd Qtr, FY 98
3a. Develop mechanism to collect, integrate and disseminate information and trend analysis concerning sexual harassment/sexual misconduct.	DCSPER	IG, TJAG, ARI	1. Analyze misconduct trends with ANSR surveys and Climate Assessments.	1. Initial draft report complete. On-going.	1. 1 st Qtr, FY 98

ISSUE 6 – CLIMATE ASSESSMENTS

RECOMMENDATION	LEAD	ASSIST	KEY ACTIONS	STATUS	TARGET COMPLETION
1. Develop and field a command climate assessment instrument tailored to each type unit.	DCSPER	ARI ASA, M&RA	1. Draft Command Climate Survey. 2. Develop EO climate survey.	1. Completed. 2. Initial draft complete.	1. Final Due: Dec. 1997 2. 2 nd Qtr, FY 98
2. Mandate the conduct of a command climate assessment down to company-sized units at least annually.	DCSPER	MACOM CDR	1. Revise AR 600-20 mandating climate assessment annually.	1. Being revised	1. 4th Qtr, FY 98
3. Provide standardized guidance from HQDA concerning the use of assessment results.	ARI	DCSPER	1. Revise AR 600-20 to provide guidance on use of assessment. 2. Demonstrate use of survey results in Ethical Climate Assessment Survey.	1. Pending release of AR 600-20. 2. Completed.	1. 4th Qtr, FY 98

RECOMMENDATION	LEAD	ASSIST	KEY ACTIONS	STATUS	TARGET COMPLETION
4. Create a mechanism for holding commanders accountable for command climate.	ASA M&RA	MACOM CDR/ IG DCSOPS	1. Determine the most effective method for assessing HR in unit readiness, i.e. QTBs, Command Climate Surveys, CI program, AARs.	1. Initial meeting between DCSPER/ DCSOPS held.	1. 4 th Qtr FY 98
	DCSPER		2. Hold commanders accountable for conducting command climate assessment in their units IAW AR 600-20.	2. Pending release of AR 600-20.	2. 4th Qtr, FY 98
	DCSPER		3. Incorporate accountability by adding a HR performance objective on the OER support form and the NCOER counseling.	3. New OER effective 1 Oct 97, NCOER being revised.	3. 1 st Qtr, FY 98

ISSUE 7 -- ARMY COMMAND POLICY

RECOMMENDATION	LEAD	ASSIST	KEY ACTIONS	STATUS	TARGET COMPLETION
1. Publish AR 600-20 immediately and publish interim changes as they develop.	DCSPER		1. Revise and Staff	1. Initial draft completed.	4th QTR FY 98

ISSUE 8 -- SUPPORT FOR TRAINING BASE

RECOMMENDATION	LEAD	ASSIST	KEY ACTIONS	STATUS	TARGET COMPLETION
1. Task TRADOC to review the command and control structure at each installation responsible for IET and where it is inadequate, remedy it.	TRADOC	DCSOPS	1. Revise IET structure. 2. Add company XO's to AIT companies.	1. Initial review of IET structure is complete. 2. On-going	1. 1 st Qtr, FY 98 2. 1 st Qtr, FY 98
2. Increase the length of IET to allow for more intense, more rigorous soldierization and the inculcation of Army values.	TRADOC	DCSPER CHAPLAIN DCSOPS	1. Review requirement to add one additional training week to IET focused on Army soldierization.	1. Completed	
3. Better utilize drill sergeants as trainers of Army values.	TRADOC	DCSPER CHAPLAIN	1. Revise Drill Sergeant POI for CG, TRADOC approval.	1. Working	1. 2 nd Qtr, FY 98
4. Staff drill sergeant, command and cadre positions, and recruiting positions with a more appropriate mix of trained men and women professionals.	DCSPER	TRADOC USAREC	1. Review better mix of drill sergeant gender and MOS of assignment for BCT and OSUT. 2. DCSPER create incentive program.	1. Working 2. Working	1. 2 nd Qtr, FY 98 2. 2 nd Qtr, FY 98

ISSUE 9 -- INITIAL ENTRY TRAINING

RECOMMENDATION	LEAD	ASSIST	KEY ACTIONS	STATUS	TARGET COMPLETION
1. Improve IET cadre and recruiter training to include tools and techniques for addressing inappropriate behaviors in units and for recognizing and interrupting the potential for inappropriate personal behavior.	TRADOC	SSI USMA CHAPLAIN TJAG	1. Revise IET cadre courses with the intent of embedding HR training and Army values throughout each course.	1. Completed	
2. Incorporate ethics and human relations training in recruiting and IET cadre courses, to include professionally facilitated sensitivity training.	TRADOC	USMA CHAPLAIN SSI USAREC	1. Include HR training in cadre courses. 2. Establish DEOMI instructor position at each DSS.	1. On-going 2. Coordination started	1. 3 rd Qtr, FY 98 2. 3 rd Qtr, FY 98
3. Combine the three separate drill sergeant schools into one school, properly resourced and staffed to educate all Army drill sergeants to a given standard of excellence.	TRADOC		1. Consider combining three schools into one.	1. Study begun	1. 3rd Qtr, FY 98

ISSUE 10 -- DRILL SERGEANT AND INSTRUCTOR SELECTION

RECOMMENDATION	LEAD	ASSIST	KEY ACTIONS	STATUS	TARGET COMPLETION
1. Implement and improve screening procedures for drill sergeants, cadre, and instructors in IET, including psychological screening.	DCSPER	TRADOC MEDCOM PERSCOM	1. Develop proposal to expand DS screening. 2. Develop feasibility study to implement cadre and instructor screening. 3. Conduct test of psychological testing tools.	1. On-going 2. On-going 3. On-going	1. 1 st Qtr, FY 98 2. 1 st Qtr, FY 98 3. Feb 98
2. Ensure that failure to complete the Drill Sergeant School does not end or mar a candidate's career.	DCSPER	TRADOC DAIG TJAG	1. Coordinate Army policy on impact on DS school failure. 2. Update AR 614-200 with new selection criteria.		1. 1 st Qtr, FY 98 2. 1 st Qtr, FY 98

ISSUE 11 -- ADVANCED INDIVIDUAL TRAINING

RECOMMENDATION	LEAD	ASSIST	KEY ACTIONS	STATUS	TARGET COMPLETION
1. Implement a renewed AIT approach that focuses on the continuation of the soldierization process begun in BCT as well as technical and soldier skills and attitudes.	TRADOC	DCSPER	1. Ensure more order and discipline be established in AIT to ensure continuation of the soldierization process.	1. On-going	1. 1 st Qtr, FY 98
2. Treat all trainees in a like manner, to include other Service attendees and reclassified soldiers, or place these personnel in separate courses from IET personnel.	TRADOC	IG CHAPLAIN	1. Review panel recommendations and implement appropriate measures.		1. 1 st Qtr, FY 98
3. Increase the training responsibilities of drill sergeants in AIT after the current shortage of drill sergeants is remedied.	TRADOC		1. Review panel recommendations and implement appropriate measures.	1. On-going.	1. 1 st Qtr, FY 98

ISSUE 12 -- ARMY CORE VALUES

RECOMMENDATION	LEAD	ASSIST	KEY ACTIONS	STATUS	TARGET COMPLETION
1. Develop and provide literature to new recruits on the Army's core values, ethics, and ethos.	DCSPER	TRADOC CHAPLAIN	1. Implement sexual harassment card and memo.	1. Approved and provided to recruits.	1. Completed
2. Build a new training program into IET to inculcate Army values, appropriate behavior, and team building.	TRADOC/	DCSPER CHAPLAIN	1. Expand IET by one week for HR training.	1. On-going	1. 1 st Qtr, FY 98

ISSUE 13 -- VICTIM ASSISTANCE

RECOMMENDATION	LEAD	ASSIST	KEY ACTIONS	STATUS	TARGET COMPLETION
1. Ensure that professionals and leaders who are expected to deal with soldiers reporting incidents of inappropriate sexual behavior are trained and qualified.	TRADOC	MEDCOM CHAPLAIN CIDC DCSPER TJAG	1. Incorporate into Leader Training. 2. Implement Character Development XXI. 3. Evaluate demographics of CIDC.	2. Approved	1. 3 rd Qtr, FY 98 2. 1 st Qtr, FY 98 3. 1 st Qtr, FY 98

ISSUE 14 -- CONFIDENTIALITY FOR VICTIMS

RECOMMENDATION	LEAD	ASSIST	KEY ACTIONS	STATUS	TARGET COMPLETION
1. Pursue relief from current rules that limit confidentiality for victims of sexual harassment.	TJAG	CHAPLAIN MEDCOM	1. Examine rule of evidence 513 dealing with patient privilege.		1. 2 nd Qtr, FY 98

ISSUE 15 -- FOLLOW-UP MECHANISM

RECOMMENDATION	LEAD	ASSIST	KEY ACTIONS	STATUS	TARGET COMPLETION
1. Establish a system which allows for a follow-up mechanism.	DCSPER		1. Form a team to assess the impact of the Army HR Action Plan. 2. Conduct periodic reviews.		1. 4 th Qtr, FY 98 2. Quarterly, FY 98

ISSUE 16 – ASSESSMENT OF ARMY CRIMINAL INVESTIGATIONS

RECOMMENDATION	LEAD	ASSIST	KEY ACTIONS	STATUS	TARGET COMPLETION
Investigate possibility of assessing Army Command Investigations in light of allegations of irregularities and improprieties.	SA	ASA(MRA)	Determine need to assess investigation procedures/policies		1st Qtr, FY 98

ISSUE 17 - INSPECTOR GENERAL SPECIAL INSPECTION OF IET (EO/SH)

RECOMMENDATION	LEAD	ASSIST	KEY ACTIONS	STATUS	TARGET COMPLETION
1. Assess SH training, the complaint process, accuracy of reporting, and soldier confidence.	USAREC		1. Establish a program IAW AR 600-20 to begin discussion on EO/SH as soon as the enlistment contract is signed.	1. On-going	1. 2 nd Qtr, FY 98
	TRADOC		2. Provide guidance to subordinate installations to ensure the conduct of required senior leader training.	2. On-going	2. 1 st Qtr, FY 98
			3. Provide guidance and assistance to subordinate installations to ensure execution of the complaint process to standard.	3. On-going	3. 1 st Qtr, FY 98

RECOMMENDATION	LEAD	ASSIST	KEY ACTIONS	STATUS	TARGET COMPLETION
	TRADOC		4. Review the current practice of rarely punishing trainee participants in consensual sexual relationships with cadre and ensure DS/Cadre training emphasizes likelihood of their risk.		4. 1 st Qtr, FY 98
2. Assess drill sergeant and cadre selection process, training, and policies.	PERSCOM	TRADOC	1. Require direct input from a cdr (LTC or higher) serving in the unit of the prospective DS on all nominees and volunteers selected to attend a DSS.	1. On-going	1. 1 st Qtr, FY 98
	TRADOC		2. Conduct a bottom up review of the POI of the DS Course.	2. On-going	2. 2nd Qtr, FY 98
	TRADOC		3. Expand TRADOC Reg 350-6 to require that IET instructors attend appropriate IET orientation course.	3. On-going	3. 2 nd Qtr, FY 98

RECOMMENDATION	LEAD	ASSIST	KEY ACTIONS	STATUS	TARGET COMPLETION
	TRADOC		4. Amend TRADOC Reg 350-6 to require all cadre personnel to attend PCC, CTC, or orientation course (mini-CTC) prior to, or within 30 days of reporting to IET unit. Consider distance learning. DCSOPS resource a CTC at every Army TC FY 98 or in the 9903 mini-POM.		4. 3 rd Qtr, FY 98
	TRADOC		5. Monitor installations to ensure attendance of company grade officers, CSMs, 1SGs, and cadre at CTC or the mini-CTC.		5. 1 st Qtr, FY 98
	TRADOC		6. Initiate a review of the content and focus of CTC/PCC instruction to ensure proper emphasis is given to AIT responsibilities and leader issues.		6. 2 nd Qtr, FY 98

RECOMMENDATION	LEAD	ASSIST	KEY ACTIONS	STATUS	TARGET COMPLETION
	PERSCOM	TRADOC	<p>7. PERSCOM make DS duty more desirable by changing DS SDAP as requested by TRADOC and by attempting to offer first choice assignments to DS who have successfully completed a DS assignment. DS duty should continue to be given special emphasis in instructions to SFC and MSG selection boards. Conversely, any failure to attend or complete the DS program should be annotated on the OMPF through an academic report or NCOER with the reason for the failure (medical, motivational, academic failure, administrative, etc.).</p>		2 nd Qtr, FY 98

RECOMMENDATION	LEAD	ASSIST	KEY ACTIONS	STATUS	TARGET COMPLETION
	PERSCOM		8. PERSCOM institutionalize the DS Team in the CA Division of EPMD. The functions of DS selection, assignment, and personnel management should be permanently resourced and requirements and authorization documented on the TDA.	8. On-going	8. 2 nd Qtr, FY 98
	PERSCOM	TRADOC	9. PERSCOM, ICW TRADOC PCC OIC, monitor the assignments of all Bde and Bn field grade officers who have been assigned to an IET unit to ensure attendance at PCC.		9. 1 st Qtr, FY 98

RECOMMENDATION	LEAD	ASSIST	KEY ACTIONS	STATUS	TARGET COMPLETION
3. Assess IET structure, manning, and design.	PERSCOM	TRADOC	1. Remove CMF restrictions for female DS assignments.	1. On-going	1. 2 nd Qtr, FY 98
	TRADOC		2. Conduct a clean sheet review of the IET organizational model to establish and standardize a school model to the appropriate level.	2. On-going	2. 3rd Qtr, FY 98
	TRADOC		3. Establish an annual review process to audit and validate IET policy supplementation to be submitted by installations.	3. On-going	3. 3rd Qtr, FY 98
	TRADOC		4. TRADOC must clarify and define the relationship between the buddy system and POSH in TRADOC Reg 350-6. Once revised, commanders at all levels must strictly enforce the buddy system.		4. 3 rd Qtr, FY 98

RECOMMENDATION	LEAD	ASSIST	KEY ACTIONS	STATUS	TARGET COMPLETION
	TRADOC	DCSOPS	5. Review the diversion of IET resources to support other installation priorities. ICW DCSOPS, determine requirements to increase TRADOC IET structure authorizations to a level commensurate with IET workload.		5. 2 nd Qtr, FY 98
	DCSPER	TRADOC	6. DCSOPS and DCSPER, ICW TRADOC ensure all essential cadre positions are authorized on TDAs and filled to 100% in all IET units.		6. 3 rd Qtr, FY 98
	DCSOPS	TRADOC	7. DCSOPS, ICW TRADOC, review and eliminate personnel taskings that require IET cadre to support extended overseas deployment.		7. 2 nd Qtr, FY 98
	PERSCOM		8. PERSCOM assign officers with previous IET experience as IG to TRADOC installations.		8. 2 nd Qtr, FY 98

RECOMMENDATION	LEAD	ASSIST	KEY ACTIONS	STATUS	TARGET COMPLETION
	TRADOC		9. TRADOC reevaluate and revise, as necessary, the DS to student ratio to ensure adequate trainee supervision.		9. 3 rd Qtr, FY 98
	TRADOC	DCSOPS	10. TRADOC ICW DCSOPS, determine the feasibility of moving AIT assets as APG to a TRADOC installation.		10. 3 rd Qtr, FY 98
	TRADOC	DCSOPS	11. TRADOC ICW DCSOPS, determine the feasibility of consolidating AIT training for each CMF at one installation: for example, all 88M training at Ft Eustis, all Ordnance training at one TRADOC installation, etc.		11. 3 rd Qtr, FY 98
	TRADOC		12. Review all installation IET supplements and local regulations to ensure compliance with TRADOC Reg 350-6.		12. 3 rd Qtr, FY 98

RECOMMENDATION	LEAD	ASSIST	KEY ACTIONS	STATUS	TARGET COMPLETION
4. Assess other factors that may cause soldiers to be susceptible to sexual abuse or misconduct.	DCSPER		1. Establish proponency at ARSTAF level for rape prevention policy and develop a training program to be integrated into IET POIs.	2. On-going	1. 2 nd Qtr, FY 98
	TRADOC		2. Ensure training of prohibited conduct emphasizes Army values and the unit readiness impact of these acts and the potential adverse personal consequences.		2. 1 st Qtr, FY 99
	TRADOC		3. Clarify and define the specific relationship between the buddy system and POSH in TRADOC Reg 350-6.		3. 3 rd Qtr, FY 98
	TRADOC		4. Initiate measures to strengthen the buddy system to include application to CQ details.		4. 1 st Qtr, FY 98

RECOMMENDATION	LEAD	ASSIST	KEY ACTIONS	STATUS	TARGET COMPLETION
	TRADOC		5. Reemphasize the proper way of addressing trainees in the DSS POI, CTC POI, and TRADOC PCC POI.		5. 1 st Qtr, FY 98
	TRADOC		6. Conduct a safety risk assessment of installation lighting in IET troop areas.		6. 1 st Qtr, FY 98
	TRADOC		7. Review the existing policy regarding trainee detail use and the trend of increasing reliance on soldier details. Initiate measures to ensure effective control procedures are in place for trainee details. Include trainee supervision responsibilities in the job descriptions of civilian employees supervising trainees.		7. 2 nd Qtr, FY 98
	TRADOC		8. Publish command guidance emphasizing the importance of enforcing the existing on-post alcohol consumption policies.		8. 1 st Qtr, FY 98

RECOMMENDATION	LEAD	ASSIST	KEY ACTIONS	STATUS	TARGET COMPLETION
	TRADOC		9. Review the smoking cessation policy for trainees, modify if required, and then strictly enforce at all installations.		9. 1 st Qtr, FY 98
	TRADOC		10. Ensure training of prohibited conduct emphasizes Army values and the unit readiness impact of these acts and the potential adverse personal consequences.		10. 1 st Qtr, FY 99
	TRADOC		11. Strictly enforce existing policy regarding holdovers/ inactive students and grant waivers when soldiers meet criteria.		11. 1 st Qtr, FY 98
	TRADOC	MEDCOM	12. TRADOC ICW MEDCOM, continue to review current regulatory guidance on MEB and PEB conduct to determine if there is a need for expeditious processing of cases involving IET soldiers. 13. Initiate measures to		12. 3 rd Qtr, FY 98

RECOMMENDATION	LEAD	ASSIST	KEY ACTIONS	STATUS	TARGET COMPLETION
	TRADOC		reduce the holdover rate at training centers that habitually exceeds average holdover rate.		13. 1 st Qtr, FY 98
	TRADOC	PERSCOM	14. TRADOC ICW PERSCOM, take steps to align course security clearance requirements with policy.		14. 2 nd Qtr, FY 98

RECOMMENDATION	LEAD	ASSIST	KEY ACTIONS	STATUS	TARGET COMPLETION
5. Assess the responsibility and accountability of the chain of command.	ACSIM	DCSOPS	1. Establish standards for separate and secure housing for IET soldiers and a gender integrated training environment and provide resources to TRADOC to meet those standards.	3. Under review	1. 2 nd Qtr, FY 98
	CIDC	DCSOPS	2. Review requirement for investigative assets at IET and upgrade where necessary.		2. 2 nd Qtr, FY 98
	TRADOC		3. Incorporate the recently revised Trainee Abuse Report and the Risk Reduction Readiness Report.		3. 1st Qtr, FY 98
	TRADOC		4. Develop installation Command Inspection Program IAW AR 1-201 and include sexual misconduct/trainee abuse issues as an area of assessment.		4. 2 nd Qtr, FY 98
	TRADOC		5. Publish a specific command presence policy and ensure implementation.		5. 2 nd Qtr, FY 98

RECOMMENDATION	LEAD	ASSIST	KEY ACTIONS	STATUS	TARGET COMPLETION
	TRADOC		6. Bde and Bn Cds and CSMs develop and implement a command-wide ODP/NCODP program with appropriate emphasis on sexual misconduct. Bde and Bn Cdrs and CSMs must ensure that Co Cdrs are properly mentored and understand their responsibilities as IET Co Cdrs.		6. 2 nd Qtr, FY 98
	TRADOC		7. CSMs must become more involved in IET, particularly in mentoring of DS and Co Cdrs. Vde and Bn CSMs, along with developing a NCODP, must know where to be to assist the commander in accomplishing the mission.		7. 2 nd Qtr, FY 98
	TRADOC		8. Bde Cdrs should conduct a Command After Action Report (CAAR) at the completion of every training cycle to gain an appreciation for successes, failures, and		8. 2 nd Qtr, FY 98

RECOMMENDATION	LEAD	ASSIST	KEY ACTIONS	STATUS	TARGET COMPLETION
	DCSPER		trends. Conduct sensing sessions.		9. 2 nd Qtr, FY 98
	TRADOC	CASCOM USAOC&S	9. Intent for IET graduates. DCSPER revise AR 600-20 to reflect "zero tolerance" emphasis for SH/sexual misconduct. 10. CASCOM reorganization. TRADOC ICW CASCOM and USAOC&S review the effectiveness and efficiency of the CASCOM reorganization with dual objectives of: optimizing command and control of training units and standardizing command structures of CAC and CASCOM. Review division of responsibilities at CASCOM to ensure that adequate staff authorizations are provided to USAOC&S to accomplish assigned missions.		10. 3 rd Qtr, FY 98

RECOMMENDATION	LEAD	ASSIST	KEY ACTIONS	STATUS	TARGET COMPLETION
	TRADOC		11. Supplementation. As noted in Chap 4, IG Special Report, review all installation IET supplements and local regulations to ensure compliance with TRADOC Reg 350-6 and 350-12. Establish an annual review process to audit and validate supplementation of IET policies and regulations. Establish a policy governing cadre rehabilitative transfers.		11. 2 nd Qtr, FY 98
	TRADOC		12. Applicability of TRADOC PCC and CTC. As noted in Chap 3, IG Special Report, TRADOC ensure CTC and PCC provide commissioned and non-commissioned officers the proper training to conduct IET and that attendance is required for all IET cadre.		12. 2 nd Qtr, FY 98

RECOMMENDATION	LEAD	ASSIST	KEY ACTIONS	STATUS	TARGET COMPLETION
	TRADOC		13. Bde and Bn Cdrs and CSMs implement policy governing cadre rehabilitative transfers to be published by TRADOC.		13. 2 nd Qtr, FY 98
	TRADOC		14. Develop and implement standardized procedures for the conduct of duty officer/NCO in IET units at school, bde, bn, and co levels. Establish appropriate quality control and oversight mechanisms for duty officers/NCOs at all levels.		14. 2 nd Qtr, FY 98

HUMAN RELATIONS ACTION PLAN

TIER TWO

ISSUE 1 - Leadership

Issue 1.1

Assign to one DA staff agency the primary responsibility for leadership, leader development, and human relations for the Army.

<u>Lead Agency</u>	<u>Completion Date</u>	<u>Action</u>
<i>DCSPER</i>	<i>Completed</i>	<i>(1) CSA appointed the DCSPER as the DA staff agency with the primary responsibility for leadership, leader development and human relations. The SA gave oversight responsibility to the ASA, M&RA.</i>
<i>DCSPER</i>	<i>Completed</i>	<i>(2) The Human Resources Directorate within ODCSPER is the staff agency with responsibility for leadership, leader development, and human relations for the Army.</i>
<i>DCSPER</i>	<i>Completed</i>	<i>(3) The Human Resources Directorate has a General Officer assigned as the Director to manage the increased responsibility.</i>
<i>DCSPER</i>	<i>1st Qtr FY 98</i>	<i>(4) The DHRD will be assigned additional permanent and temporary staff to manage the increased work load. The manning for DHRD will continue to be evaluated to determine adequate staffing.</i>

DCSPER

Continuous

(5) The Human Resources Directorate will systematically ask the field to keep it informed as to new and creative ideas that can be shared with other MACOMs. These ideas will be published and sent throughout the Army.

Issue 1.2

Designate a center of gravity for leadership and human relations doctrine within the Army, which reports directly to the DA staff proponent.

Lead Agency

DCSPER

Completion Date

1st Qtr FY 98

Action

(1) DCSPER will establish a Leadership Task Force chaired by the Director of Human Resources. The members of the Task Force will represent the TRADOC, DCSPER, and DCSOPS. The purpose of the Task Force is as follows:

DCSPER

SEP 97

(a) review the Senior Review Panel's Report on Sexual Harassment and the Inspector General's Special Inspection on Initial Entry Training.

DCSPER

2nd Qtr FY 98

(b) develop the framework for implementing the necessary changes to leadership doctrine, training, and training support packages. The framework will focus on the following as a minimum:

- .accountability of leaders*
- leader role in executing human relations training*
- unit cohesion and team building*
- leader role in providing a safe, secure, and healthy environment*
- ensure human relations is a part of combat readiness*

DCSPER	4 th Qtr FY 98	(c) develop and manage a "Back to Basics of Leadership" effort and media campaign.
DCSPER	2nd Qtr FY 98	(d) designate a center of gravity for leadership and human relations doctrine.
DCSPER	4 th Qtr FY 98	(e) rewrite AR 600-100 to ensure unity of effort and institutionalize primary responsibility and relationships. Establish designated center of gravity in Army policy.

Issue 1.3

Make leadership and human relations readiness part of the monthly Unit Status Report for all units.

<u>Lead Agency</u>	<u>Completion Date</u>	<u>Action</u>
DCSOPS	4 th Qtr 98	(1) Determine the most effective methods for commanders to assess the status of their leadership and human relations readiness, i.e. through Quarterly Training Briefs, Unit Status Reports, Command Climate Surveys, Command Inspection Program, and After Action Reviews. Initial meeting between ODCSPER and ODCSOPS has been held to develop a best method for reporting human relations readiness.

Issue 1.4

Make the concepts of leadership and human relations a battlefield operating system at our training centers, and an integral element of Army leader development.

<u>Lead Agency</u>	<u>Completion Date</u>	<u>Action</u>
TRADOC	4th Qtr FY 98	(1) TRADOC with DCSPER and DCSOPS will assess the feasibility of integrating human relations and leadership into existing Army battlefield operating systems. This will bring to focus their importance as a combat multiplier and will integrate systematic review and evaluation of that dimension of combat readiness in the Army.
TRADOC	1 st Qtr FY 98	(2) The new Officer Evaluation Reporting System (OERS) becomes effective 1 October 1997. The new OER lists the Army values and elaborates on the attributes and skills necessary for our Army leaders and is consistent with the Army Leadership doctrinal framework.
TRADOC	1 st Qtr FY 98	(3) The new OPMS XXI program becomes effective during the 1 st quarter, FY 98. Its design continues to emphasize promoting leaders of character who possess and exemplify Army values.
TRADOC	2 nd Qtr FY 98	(4) The Noncommissioned Officer Evaluation Report is being reviewed to fall in line with the new OER.
DCSOPS	3 rd Qtr FY 98	(5) The DCSOPS will determine the most effective method for commanders to assess the status of their command climate and the impact on readiness.

TRADOC

2nd Qtr FY 98

(6) DCSPER and TRADOC will standardize Pre-Commissioning (USMA, OCS, ROTC) Leadership Training on Human Relations.

Issue 1.5

Effectively incorporate the human dimension of warfare into Army operational doctrine.

Lead Agency

TRADOC

Completion Date

4th Qtr FY 98

Action

(1) TRADOC with DCSPER will incorporate the human dimension of warfare into Army operational doctrine further reinforcing its importance as a combat multiplier contributing to our Army's ability to fight and win our nation's wars.

DCSPER

1st Qtr FY 98

(2) The CSA has instituted the Character Development XXI program. The program is designed to refocus the Army on its institutional values - honor, duty, integrity, loyalty, courage, selfless service, and respect. It includes revisions in leadership doctrine, synchronization of evaluation systems, and a holistic review and revision of all aspects of human relations training across all education systems (officer, warrant officer, noncommissioned officer, and civilian education systems)

TRADOC

2nd Qtr FY 98

(3) TRADOC in conjunction with DCSPER will rewrite FM 22-100.

Issue 1.6

Refocus senior leaders on the personal leadership role only they can perform.

<u>Lead Agency</u>	<u>Completion Date</u>	<u>Action</u>
<i>Installation Cdrs</i>	<i>1st Qtr FY 98</i>	<i>(1) Senior leaders have been challenged at Commander/TRADOC Commandant Conference and July 97 Senior Leaders Training Conference to be more active to mentoring/tutoring the "Back to Basics in Leadership" program, to actively participate in HR training in units, and to generate tools for improving HR in units.</i>
<i>DCSPER</i>	<i>Completed</i>	<i>(2) Living Army Values Video and Sexual Harassment Chain Teaching have already been completed.</i>
<i>DCSPER</i>	<i>2nd Qtr 98</i>	<i>(3) Army Leadership Doctrine, FM 22-100, explains Army values, defines leadership character and discusses character development. Will include focus on senior leadership roles. The initial draft of the doctrine is being staffed within the Army with a publication date of mid FY 98.</i>
<i>DCSPER</i>	<i>4th Qtr 98</i>	<i>(4) DCSPER will study feasibility of establishing "EO Program of the Year" incentive and recognition program for Army organizations which develop the most effective and creative EO program.</i>

ISSUE 2 - Human Relations Environment

Issue 2.1

Conduct a critical review of the staffing and organization of the Department of the Army elements responsible for human relations problems and issues.

<u>Lead Agency</u>	<u>Completion Date</u>	<u>Action</u>
DCSPER	1 st Qtr FY 98	(1) DCSPER will develop a vision statement and strategic plan which establishes the ODCSPER as the Human Resources Strategic Agent. Reengineer DCSPER to ensure that the management of Human Resources is a multi-disciplined effort of policy development, training, execution, and evaluation.
DCSPER	2 nd Qtr FY 98	(2) The Human Resources (HR) Directorate recently increased levels of temporary staff in response to the Army's need to address sexual harassment issues.
DCSPER	Continuous	(3) In order to increase HR capabilities in areas of providing strategic direction, integration, and oversight of Army human relations, directorate staffing levels are under review.
DCSPER	Continuous	(4) Staffing levels will be continually reassessed over time with the focus of assigning Army individuals with HR unique talents or training. Consider using the Manpower Review Agency to perform this function.

Issue 2.2

Immediately augment staffing levels with trained professionals to address actions surfacing during the review and while proposed restructuring and resourcing is being implemented.

<u>Lead Agency</u>	<u>Completion Date</u>	<u>Action</u>
DCSPER	Completed	(1) A Brigadier General has been named director of Human Resources Directorate.
DCSPER	2 nd Qtr FY 98	(2) Chief of Leadership and Chief of Personnel Readiness Divisions within HR have been upgraded from LTC to COL positions. In Leadership Division, additional field grade officers and noncommissioned officers will be added to present manning.
DCSPER	2 nd Qtr FY 98	(3) A Human Resources PhD will be added to the Leadership Division as a Reserve Individual Mobilization Augmentee (IMA).
DCSPER	2 nd Qtr FY 98	(4) Develop plan to increase by 11 the number of persons devoted to HR support.
DCSPER	2 nd Qtr FY 98	(5) Resource two training developers to SSI to develop TSP's.
DCSPER	SEP 97	(6) Establish a temporary (6 months) group to initially develop an action plan on EO and start actions.

ISSUE 3 - Human Relations Policy and Practices

Issue 3.1

Make comments on the state of their organizations' human relations environment mandatory in leaders' OERs and NCOERs.

<u>Lead Agency</u>	<u>Completion Date</u>	<u>Action</u>
DCSPER	Oct 97	(1) <i>The new Officer Evaluation Reporting System becomes effective 1 October 1997. The new OER lists the Army values and elaborates on the attributes and skills necessary for our Army leaders and consistent with Army Leadership doctrinal framework.</i>
DCSPER	1 st Qtr FY 98	(2) <i>Study the feasibility of adding a HR performance objective to the OER support form and the NCOER counseling.</i>
DCSPER	1 st Qtr FY 98	(3) <i>The new OPMS XXI program becomes effective the 1st quarter, FY 98. Its design continues to emphasize promoting leaders of character who possess and exemplify Army values.</i>
DCSPER	2 nd Qtr FY 98	(4) <i>The CSA has instituted the Character Development XXI program. The program is designed to refocus the Army on its institutional values - honor, duty, integrity, loyalty, courage, selfless service, and respect. It includes revisions in leadership doctrine, synchronization of evaluation systems, and a holistic review and revision of all aspects of human relations training across all education systems (officer, warrant officer, noncommissioned officer, and civilian education systems).</i>

Issue 3.2

Conduct a critical review of the resourcing of those agencies responsible for assisting commanders in implementing and executing human relations policy.

<u>Lead Agency</u>	<u>Completion Date</u>	<u>Action</u>
DCSPER	Completed	(1) Determine required staffing at TRADOC, Soldier Support Institute (SSI), and DCSPER.
TRADOC	Completed	(2) SSI will develop new Training Support Packages to support the program.
DCSPER	1 st Qtr FY 98	(3) Evaluate the Army Service Specific Training at DEOMI.

Issue 3.3

Immediately augment staffing levels with trained professionals for those agencies to deal with current requirements until the review is concluded and while its proposed resourcing is being implemented.

<u>Lead Agency</u>	<u>Completion Date</u>	<u>Action</u>
DCSPER	Jan 98	(1) Increase staffing.
TRADOC	Identified	(a) A LTG, with specific responsibility for IET, is being assigned to TRADOC.
DCSPER	Completed	(b) A Brigadier General has been named Director of Human Resources Directorate within DCSPER.

DCSPER

2nd Qtr FY 98

(c) Chief of Leadership and Chief of Personnel Readiness Divisions will be upgraded from LTC to COL. In Leadership Division, additional field grade officers and noncommissioned officers should be added to present manning.

DCSPER

1st Qtr FY 98

(4) A Human Resources PhD will be added in Leadership Division as a Reserve Individual Mobilization Augmentee (IMA).

ISSUE 4 - Human Relations Training

Issue 4.1

Embed human relations training in the Army training system as a doctrinal imperative.

Lead Agency

TRADOC

Completion Date

4th Qtr FY 98

Action

(1) TRADOC with ODCSPER will incorporate the human dimension of warfare into Army operational doctrine further reinforcing its importance as a combat multiplier contributing to our Army's ability to fight and win our nation's wars.

DCSPER

1st Qtr FY 98

(2) The CSA has instituted the Character Development XXI program. The program is designed to refocus the Army on its institutional values - honor, duty, integrity, loyalty, courage, selfless service, and respect. It includes revisions in leadership doctrine, synchronization of evaluation systems, and a holistic review and revision of all aspects of human relations training across all education systems (officer, warrant officer, noncommissioned officer, and civilian education systems).

TRADOC

DEC 97

(3) FM 22-100, *Army Leadership*, is being revised to emphasize professional values.

Issue 4.2

Ensure that leaders and other human relations trainers are adequately trained and prepared to conduct progressive, sequential, interactive, small group human relations training, and provided the proper training support packages for the conduct of this training.

<u>Lead Agency</u>	<u>Completion Date</u>	<u>Action</u>
DCSPER	1 st Qtr FY 98	(1) Create a Leadership Task Force to determine how to evaluate the human relations training in Army doctrine.
DCSPER	On going	(2) Promote/expand Character Development XXI program. This is an on-going program developed by the DCSPER.
TRADOC	3 rd Qtr FY 98	(3) The following Human Relations Training programs have been developed by TRADOC. Listed below are the programs and their status.
	Approved Mar 97 Implement Oct 97	(a) Initial Entry Training
	Approved Apr 97 Implement Oct 97	(b) Basic Leaders (Pre-commissioning, WOCC, PLDC, BNCOC)
	Approved Apr 97 Implement Oct 97	(c) Platoon Leaders (OBC, WOBC, ANCOC)

Approved Jun 97 Implement Oct 97 (d) Company Leaders (OAC, WOAC, 1SG)

Approved Jul 97 Implement Oct 97 (e) Bn/Bde Leaders (C&GSC, SGM/CSM)

Approved Feb 97 Implemented Mar 97 (f) Drill Sergeant School (Immediate revision)

3rd Qtr, FY 98 (g) Drill Sergeant School (Expanded revision)

TRADOC Continuous (4) Enforce established training documentation standards. (IG)

TRADOC 1st Qtr FY 98 (5) Provide appropriate guidance and assistance to subordinate installations to correct identified training weaknesses with particular emphasis on improving training knowledge of the role of the IG and EOA, and ensuring the conduct of senior leader training. (IG)

TRADOC 2nd Qtr FY 98 (6) Assess training presentation format to improve effectiveness e.g., smaller groups, more interactive more convenient scheduling. (IG)

TRADOC 1st Qtr FY98 (7) Review and modify instructor training programs to ensure thorough and timely formal instruction is provided regarding instructor/trainee relationships as outlined in TRADOC Regulation 350-6 and 350-12. (IG)

TRADOC 1st Qtr FY 98 (8) Provide additional training necessary to ensure cadre understand the regulatory differences in the roles of EORs versus EOAs. (IG)

TRADOC

1st Qtr FY 98

(9) Initiate appropriate measures to ensure only updated sexual harassment and misconduct course material continues to be taught at Drill Sergeant schools, PCC, and CTC. (IG)

Issue 4.3

Task TRADOC to conduct a comprehensive review of the programs of instruction of all leader development training to ensure that human relations training is embedded in every training program, including all pre-command courses.

Lead Agency

TRADOC

Completion Date

2nd Qtr FY 98

Action

(1) Ensure that these techniques are incorporated in schools and training programs for training the trainers.

DCSPER

Completed

(2) In addition to the training programs listed under Issue 4.2, the following Human Relations Training and Education initiatives have been developed:

(a) Consideration of Others/Respect for Others - Program whose purpose is to foster a positive command climate, eliminate all forms of harassment and discrimination, and develop a culture in which people treat one another with dignity and respect. Currently in use at USMA and in MDW.

(b) Living Army Values Video - Video discusses history of Army values and current societal and organizational conditions that warrant renewed emphasis on Army values. CSA encouraged units to use as part of professional development. Fielded in June 1997 Army-wide.

(c) Sexual Harassment Chain Teaching - Completed for active Army and USAR. Ongoing for ARNG.

(d) Develop Prevention of Sexual Harassment Handbook for Soldiers and Leaders - Two handbooks, one for soldiers and one for leaders, with guidelines and responsibilities for preventing sexual harassment. Staffing for these handbooks continues.

(e) Sexual Harassment Policy Card - USAREC is now issuing this card which provides all new recruits with steps they should follow if sexually harassed.

(f) Develop Soldiers Responsibility Card with Army Values - A credit card size card which lists Army values (duty, integrity, courage, loyalty, respect, selfless service, and honor) and soldier responsibilities for adhering to the Army values. Staffing for this card continues.

TRADOC

1st Qtr FY 98

(3) Examine and revise existing support packages to create a progressive sequential and interactive training program.

Issue 4.4

Assign proponency for human relations training to the appropriate level within TRADOC.

Lead Agency

TRADOC

Completion Date

1st Qtr FY 98

Action

(1) TRADOC to recommend the appropriate level for HR training proponency within TRADOC.

Issue 4.5

Ensure that leaders participate in human relations training with their soldiers.

<u>Lead Agency</u>	<u>Completion Date</u>	<u>Action</u>
DCSPER	On going	(1) <i>The Army developed a Chain Teaching package on sexual harassment which was conducted by the leadership. The training has been completed in the active Army and USAR. Training is on-going for the ARNG.</i>
DCSPER	On going	(2) <i>In addition to Chain Teaching, the Army has other initiatives to increase leader participation in human relations training and action planning. Two such initiatives (Character Development and Consideration of Others) are specifically designed to help leaders foster a positive command climate, eliminate all forms of harassment and discrimination and develop a culture in which people treat one another with dignity and respect.</i>
TRADOC	3 rd Qtr FY 98	(3) <i>Establish a Human Resource Train-the-trainer program to include training methodology in small group dynamics and human relationship techniques. Establish a certification program for instructors.</i>
DCSPER	2 nd Qtr FY 98	(4) <i>Incorporate leader attendance in Human Relations Training as outlined in AR 600-20.</i>

Issue 4.6

Hold leaders accountable for preparing and executing human relations action plans in support of the Army.

<u>Lead Agency</u>	<u>Completion Date</u>	<u>Action</u>
DCSPER	4 th Qtr FY 98	(1) Determine the most effective method for assessing HR in unit readiness reporting, i.e. Quarterly Training Briefs, Command Climate Surveys, Command Inspection Program, and After Action Reviews.
DCSPER	4 th Qtr FY 98	(2) Incorporate accountability by adding an HR performance objective to the OER support form and to NCOER counseling.
DCSPER	JAN 98	(3) A revised Annual Narrative Statistical Report has been developed which provides more specific information concerning EO complaints and mandates that every MACOM, installation, corps, division, and colonel command report all their essential EO data on a quarterly basis.
DCSPER	2nd Qtr FY 98	(4) Revise AR 600-20 to require a Command Climate Assessment be accomplished within 90 days of assumption of command and annually thereafter.

ISSUE 5 - Equal Opportunity Policies and Procedures

Issue 5.1

Re-engineer the EO program from top to bottom to make it responsive to leaders and soldiers, to protect those who use it, and to ensure that those working in it are not stigmatized. Re-engineering should address the need for a human relations military occupational specialty and an improved rank structure for all EOA's.

<u>Lead Agency</u>	<u>Completion Date</u>	<u>Action</u>
DCSPER	1 st Qtr FY 98	(1) Form a team to reengineer the EO program as indicated.
DCSPER	1 st Qtr FY 98	(2) Form an advisory group of veteran EOAs.
DCSPER	1 st Qtr FY 98	(3) Develop improved policy letter to protect those that use EO system.
DCSPER	1 st Qtr FY 98	(4) Determine if an EO primary military occupational specialty is required for proper functioning.
DCSPER	1 st Qtr FY 98	(5) Assess DEOMI training.
DCSPER	1 st Qtr FY 98	(6) Review the role of the EOA to strengthen EOA access to the commander and command team involvement. (IG)
DCSPER	1 st Qtr FY 98	(7) Rewrite Chapter 6, AR 600-20 to reflect changing requirements.

Issue 5.2

While the program is being re-engineered:

5.2a. Establish and sufficiently staff a Directorate for Strategic Human Resources with responsibility for assessing, training, researching, benchmarking, reporting and integrating EO program activities

<u>Lead Agency</u>	<u>Completion Date</u>	<u>Action</u>
DCSPER	1 st Qtr FY 98	<i>(1) Determine mission, function, and composition of Strategic Human Resources Directorate.</i> <i>a. Coordinate concept with DCSOPS.</i> <i>b. Write mission statement.</i> <i>c. Determine budget impact.</i> <i>d. Determine manning/staffing structure to best support mission.</i> <i>e. Make appropriate changes to TDA.</i> <i>f. Rewrite applicable policy to reflect change.</i> <i>g. Brief appropriate agencies within Pentagon and DA concerning new concept.</i>
DCSPER	1 st Qtr FY 98	<i>(2) Delineate individual job descriptions and prerequisites for job.</i> <i>a. Coordinate personnel requisitions with PERSCOM.</i>

DCSPER

1st Qtr FY 98

b. Send individuals to training as required.

(3) Develop assessment criteria for Army EO function.

a. Develop specific guidelines for Army units to use as basis for establishing a coherent, workable, efficient EO program which promotes harmony, equality and eliminates all forms of discrimination.

b. Create an assessment methodology to evaluate how Army units follow guidelines as described in "a" above.

c. Assess Army units on periodic basis.

d. Determine how to best use information gained from unit assessments to improve Army EO program.

DCSPER

1st Qtr FY 98

(4) Form a team within the division to address Army EO functions.

5.2b. Properly resource EOA positions by rank and grade in accordance with current regulatory guidance.

Lead Agency

DCSPER

Completion Date

2nd Qtr FY 98

Action

(1) The SA has approved staffing of EOA positions throughout the Army. Staffing for the Human Relations/Equal Opportunity field follows:

HQDA	LTC, MAJ (3), SGM, SFC (3)
MACOM	LTC, SGM, MSG
CORPS	LTC, SGM, MSG
DIVISION	LTC, MSG, SFC
BRIGADE	SFC
BDE EQUIVALENT	
Installations < 10,000	SFC
Installations > 10,000	SFC (2)

DCSPER

2nd Qtr FY 98

(2) *Resource the EO program.*

- a. *SA approved 500 total EO positions.*
- b. *Coordinate concept with DCSOPS.*
- c. *Make TOE changes.*
- d. *Rewrite applicable policy to reflect change.*

DCSPER

2nd Qtr FY 98

(3) *Develop EOA training strategy.*

- a. *Reevaluate Defense Equal Opportunity Management Institute (DEOMI) 15 week training program. Determine if present course adequately prepares soldiers to perform EOA functions.*
- b. *Revamp Army Service Specific Training (ASST) at DEOMI.*

DCSPER

2nd Qtr FY 98

(4) *Develop EOA assignment strategy.*

- a. *Determine EOA career progression and impact of EO duty assignments of soldiers' careers.*
- b. *Determine EOA tour lengths.*
- c. *Requisition/assign personnel to appropriate jobs as delineated in new policy.*
- d. *Realign program to reflect Army demographics.*

e. Remove stigma that EO is not a "career enhancing" assignment.

DCSPER

2nd Qtr FY 98

(5) Develop Equal Opportunity Representative (EOR) training strategy.

a. SSI will develop a TSP for EORs.

5.2c. Provide adequate host installation EOA resources for tenant activities.

Lead Agency

DCSPER

Completion Date

2nd Qtr FY 98

Action

(1) Quantify/identify appropriate EOA support for installation commanders and tenant activities.

a. Coordinate concept with DCSOPS

b. Make TOE changes.

c. Rewrite applicable policy to reflect change.

ACSIM

2nd Qtr FY 98

(2) Require that installation commanders develop Memoranda of Agreement with tenant units to ensure tenant units receive adequate EOA support.

5.2d. Monitor training support package development.

Lead Agency

DCSPER

Completion Date

2nd Qtr FY 98

Action

(1) Brief Soldier Support Institute (SSI), Training and Doctrine Command on new policy regarding Army EO program to ensure training accurately reflects current guidance.

a. Delineate specific training requirements and timelines to SSI.

b. Review training materials as they are developed to ensure they are consistent with Army policy. Training will be interactive, sequential and progressive, taught in small groups and testable.

DCSPER

2nd Qtr FY 98

(2) Staff SSI to perform required missions and functions building TSPs.

a. Determine appropriate staffing requirements.

b. Make TDA changes as appropriate.

c. Adjust policy to reflect changing requirements.

DCSPER

3rd Qtr FY 98

(3) Review SSI coordination process to ensure material prepared is properly reviewed and approved.

5.2e. Make EOA utilization and human relations/equal opportunity training a mandatory item in Quarterly Training Briefs.

Lead Agency

DCSOPS

Completion Date

3rd Qtr FY 98

Action

(1) Establish regulatory guidance.

a. DCSOPS coordinate requirement to send out regulatory guidance.

b. Obtain support from senior leaders of the Army. Send a message to commanders.

DCSOPS

4th Qtr FY 98

(2) Develop assessment criteria to ensure commanders are following guidance.

- a. Provide periodic guidance for commanders to follow from DA level.*
- b. Ensure commanders view this requirement as more than an annotation on QTB by assessing effectiveness of training during unit assessment. (See a (3)).*

5.2f. Explore the need for a temporary sexual harassment assistance office at the installation level until trust and confidence can be reestablished in the EO complaint system.

Lead Agency
DCSPER

Completion Date
2nd Qtr FY 98

Action

(1) Query installation commanders to determine if requirement exists.

a. Develop survey methodology. Ask commanders what they would like to see at the installation level.

b. Administer survey.

c. Compile and analyze results.

DCSPER

3rd Qtr FY98

(2) If need, exists, determine requirements for the assistance office.

a. Determine timelines for assignment.

b. Temporarily assign personnel.

5.2g. Implement a "Respect for Others" program patterned after the Military District of Washington's "Consideration of Others" program for Army Active Component, Reserve Components, ROTC and OCS.

Lead Agency
DCSPER

Completion Date
3rd Qtr FY 98

Action

(1) Determine what should be included within the "Respect for Others" program.

a. Appoint appropriate agency to draft program.

b. Monitor development of program.

c. Develop methodology for implementing program within Army.

DCSPER

3rd Qtr FY 98

(2) Implement program within Active Component, US Army Reserve, ARNG, and Cadet Command.

a. Ensure all units understand program requirements.

b. Train units to successfully implement program.

c. Periodically assess/evaluate program and make changes as necessary.

5.2h. Either properly train and assign EOR duties to senior NCO's or eliminate EOR positions altogether and hold the commander personally responsible for EO unit training.

Lead Agency
DCSPER

Completion Date
1st Qtr FY 98

Action

(1) Identify requirements for EO support at battalion level and below and how to best resource these units to perform EO functions.

a. *Determine if units battalion-sized and smaller require special Equal Opportunity Representative or if commander/CSM can adequately and successfully perform EO functions.*

b. *Develop strategy for EO support at battalion level and below based on study conducted IAW "a" above.*

c. *Implement EOR strategy.*

DCSPER

3rd Qtr FY 98

(2) *Periodically assess strengths and weaknesses of EOR strategy.*

5.2i. Ensure commanders understand EO training and personally participate in EO training.

Lead Agency

DCSPER

Completion Date

2nd Qtr FY 98

Action

(1) *Include information on EO training in Pre-Command Courses (PCC) at war colleges and advanced courses.*

a. *Develop program of instruction (POI) for training.*

b. *Ensure qualified instructors present training.*

c. *Coordinate with DCSPER or his representative to address Leavenworth PCC concerning the importance of this training.*

DCSPER

4th Qtr FY 98

(2) *Assess commanders' training programs.*

a. *Periodically assess commanders' training programs to ensure they understand EO policy and actively participate in EO training.*

b. Conduct unit climate assessments to ensure commanders are committed to EO and the prevention of sexual harassment.

DCSPER

3rd Qtr FY 98

(3) Establish a train-the-trainer course and institute a certification process for trainers and commanders.

5.2j. Embed human relations training in all leadership training.

Lead Agency

Completion Date

Action

(1) See comments reference PCC above.

DCSPER

2nd Qtr FY 98

(2) Ensure all leadership schools, from PLDC to the Army War College, embed human relations training throughout all leadership training.

a. Assign responsible agency to develop training.

b. Ensure training is in consonance with Army policy.

c. Periodically review/update training to meet changing requirements and policy guidance.

d. Develop training assessment program.

5.3 Develop mechanism to collect, integrate, and disseminate information and trend analysis concerning sexual harassment/sexual misconduct. (From IG Special Report)

Lead Agency

Completion Date

DCSPER

1st Qtr FY 98

(1) Analyze misconduct trends with ANSR, surveys and climate assessments.

DCSPER

1st Qtr FY 98

(2) Provide appropriate guidance and assistance to subordinate installations to ensure sexual harassment information provided on the ANSR is accurate. (IG)

ISSUE 6 - Climate Assessments

Issue 6.1

Develop and field a command climate assessment instrument tailored to each type unit.

Lead Agency

DCSPER

Completion Date

1st Qtr FY 98

Action

(1) Human Resources Directorate in conjunction with Army Research Institute (ARI) has developed a Command Climate Survey. This instrument is designed to assist commanders in conducting a climate assessment. This has been approved by the CSA in draft and is distributed each month at the Pre-Command Course. The draft has also been briefed at the Sergeants Major Academy, DEOMI, and the Commandant/Garrison Commanders Conference. Commanders are being interviewed about their opinions of the survey. The final version is due out by Dec 97.

ASA (M&RA)

1st Qtr FY 98

(2) ASA(M&RA) is leading the development of an Equal Opportunity Climate Survey. The survey items have been finalized and a computerized version is expected out in the Fall of 1997.

Issue 6.2

Mandate the conduct of a command climate assessment down to company-sized units at least annually.

Lead Agency
DCSPER

Completion Date
4th Qtr FY 98

Action

(1) AR 600-20 is being revised to require that commanders conduct climate assessments within 90 days of assuming command (180 days for Reserve Component) and annually thereafter. The regulation is currently in draft and requires staffing before final approval.

Issue 6.3

Provide standardized guidance from HQDA concerning the use of assessment results.

Lead Agency
DCSPER

Completion Date
4th Qtr Fy 98

Action

(1) AR 600-20 is being revised to include guidance on how commanders are to use the results of the Command Climate Survey.

DCSPER

Completed

(2) As part of the Character Development XXI, an Ethical Climate Assessment Survey (ECAS) has been developed and includes an annex on the development of a Leader Action Plan.

Issue 6.4

Create a mechanism for holding commanders accountable for command climate.

<u>Lead Agency</u>	<u>Completion Date</u>	<u>Action</u>
DCSPER	Completed	(1) Initial meeting between DCSPER and DCSOPS has been held to study how to assess human relations readiness, of which command climate is an element.
Installation Cdrs	Continuous	(2) As part of the "Back to Basics in Leadership", senior commanders will mentor their subordinates in creating a command climate which fosters human relations readiness.
DCSPER	4th Qtr FY 98	(3) Incorporate accountability by adding HR performance objectives to the OER support form and to the NCOER counseling.
DCSPER	Completed	(4) A revised Annual Narrative Statistical Report (ANSR) has been developed which provides more specific information concerning EO complaints and mandates that every MACOM, Installation, Corps, Division and Colonel Command report all their essential EO data on a quarterly basis.
ASA M&RA	1 st Qtr FY98	(5) Design a methodology and protocol to ensure commanders are held accountable for human relations readiness.

ISSUE 7 - Army Command Policy

Issue 7.1

Publish AR 600-20 immediately and publish interim changes as they develop.

Lead Agency
DCSPER

Completion Date
4th Qtr FY98

Action

(1) Revise and staff.

a. Rewrite chapter on equal opportunity.

b. Write chapter on prevention of sexual harassment.

c. Revise EO complaint/appeals process to ensure a more effective timeline is established.

d. Establish more stringent criteria for unit climate assessments including a requirement that such assessments be conducted within 90 days of assumption of command and annually thereafter.

ISSUE 8 - Support for Training Base

Issue 8.1

Task TRADOC to review the command and control structure at each installation responsible for IET and where it is inadequate, remedy it.

<u>Lead Agency</u>	<u>Completion Date</u>	<u>Action</u>
TRADOC	2 nd Qtr FY 98	(1) Conduct review.
TRADOC	Completed	(2) Initial review of IET structure is complete.
DCSPER	1st Qtr FY 98	(3) Company Executive Officers are being added to AIT company.
TRADOC		a. Monitor assignment and utilization of XO's in AIT to determine the benefit of permanently authorizing them. Consider DS replacement with AIT cadre.
DCSPER	3 rd Qtr FY 98	(4) Chaplain unit ministry teams will be assigned to IET training battalions.
Chief of Chaplains	Continuous	(5) Chief of Chaplains continue current efforts to ensure each training battalion is supported with a dedicated battalion chaplain. (IG)

Issue 8.2

Increase the length of IET to allow for more intense, more rigorous soldierization and the inculcation of Army values.

<u>Lead Agency</u>	<u>Completion Date</u>	<u>Action</u>
TRADOC	Completed	(1) TRADOC review the requirement to add an additional training week to IET focused on Army soldierization.
TRADOC	1 st Qtr FY 98	(2) Determine the feasibility of extending BCT in order to complete soldierization training. Soldiers then proceed to AIT as full fledged soldiers. Drill sergeants would not be required in AIT because soldier leadership and supervision would be performed by all cadre. DCSOPS provide the resources to support BCT extension. (IG)

Issue 8.3

Better utilize drill sergeants as trainers of Army values.

<u>Lead Agency</u>	<u>Completion Date</u>	<u>Action</u>
TRADOC	2nd Qtr FY 98	(1) A task force at Fort Jackson review DSS POI in order to provide recommendations to the CG, TRADOC, regarding the necessity and instructional methodology for further HR training. POI revision is geared towards an interactive, embedded approach rather than an antiquated conference/discussion format. Drill sergeants will be the trainers.

Issue 8.4

Staff drill sergeant, command and cadre positions, and recruiting positions with a more appropriate mix of trained men and women professionals.

<u>Lead Agency</u>	<u>Completion Date</u>	<u>Action</u>
TRADOC	2 nd Qtr FY 98	<p>(1) Review Drill Sergeant assignments to ensure a better mix of gender and MOS for BCT and OSUT.</p> <p>(a) In Oct 95, the CMF mix for CS/CSS MOS Drill Sergeants increased from 20% to 50%. This increase was offset by decreases in CMF 11 percentages (50% to 30%) and other CA MOSs (30% to 20%). Female DS assignment rations were established at two per company that trains females for BCT and OSUT units, one per AIT company that trains females, and two per FTU that trains females.</p>
DCSPER		<p>(b) DCSPER review current mix in paragraph (a) and determine necessary changes.</p>
DCSPER	2 nd Qtr FY 98	<p>(2) DCSPER will design programs with incentives to recruit personnel needed to obtain a more appropriate mix of trained men and women for key positions.</p>

ISSUE 9 - Initial Entry Training

Issue 9.1

Improve IET cadre and recruiter training to include tools and techniques for addressing inappropriate behaviors in units and for recognizing and interrupting the potential for inappropriate personal behavior.

<u>Lead Agency</u>	<u>Completion Date</u>	<u>Action</u>
TRADOC	Completed	(1) Revise IET cadre courses with the intent of embedding HR training and Army values throughout each course.
TRADOC	Completed	(2) IET cadre training consists of Pre-Command Course (PCC), Cadre Training Course (CTC), and Drill Sergeant School (DSS). TRADOC is currently revising all of these courses with the intent of embedding Human Relations (HR) training and Army values throughout each course.
TRADOC	Completed	(a) Pre-Command Course Human Relations Training Support Package (EO/HR) has been developed.
DCSPER	Completed	(b) Cadre Training Course Human Relations Training Support Package (EO/HR) has been developed and is awaiting implementation.
TRADOC	Completed	(c) Drill Sergeant Program of Instruction (POI) was implemented in Mar 97. This POI includes 10.5 additional hours in Human Relations (HR) training. Fort Jackson is reviewing the POI in order to provide recommendations to the CG, TRADOC regarding instructional methodology for further HR training. These recommendations are due in Dec 97.

DCSPER	Completed	(3) The ODCSPER Human Resources Directorate is developing a Soldier Responsibilities/Values card to help soldiers internalize Army values and each soldier's responsibilities for adhering to those values. The Values Card consists of the Army values (Duty, Integrity, Courage, Loyalty, Respect, Selfless Service, and Honor).
DCSPER	Completed	(4) Complete review of and oversee implementation of EO/HR TSP's.

Issue 9.2

Incorporate ethics and human relations training in recruiting and IET cadre courses, to include professionally facilitated sensitivity training.

<u>Lead Agency</u>	<u>Completion Date</u>	<u>Action</u>
TRADOC	3 rd Qtr FY 98	(1) TRADOC is currently evaluating human relations training in recruiting and IET cadre courses which will incorporate ethics, human relations, and sensitivity training.
TRADOC	3 rd Qtr FY 98	(2) TRADOC is working an initiative to provide a Defense Equal Opportunity Management Institute (DEOMI) instructor position within each Drill Sergeant School.
TRADOC	1 st Qtr FY 98	(3) TRADOC will clarify and define specific relationships between the buddy system and the prevention of sexual harassment.

Issue 9.3

Combine the three separate drill sergeant schools into one school, properly resourced and staffed to educate all Army drill sergeants to a given standard of excellence.

Lead Agency
TRADOC

Completion Date
3rd Qtr FY 98

Action
(1) TRADOC is currently considering combining the three separate drill sergeant schools into one schools which is properly resourced and staffed to educate all Army drill sergeants to a given standard of excellence.

ISSUE 10 - Drill Sergeant and Instructor Selection

Issue 10.1

Implement and improve screening procedures for drill sergeants, cadre, and instructors in IET, including psychological screening.

Lead Agency
DCSPER

Completion Date
1st Qtr FY 98

Action
(1) DCSPER approved a proposal to expand the screening process for soldiers being considered to DS duty. The assessment will be based on the personnel files law enforcement and security files, mental health evaluation and commander's assessment. Criteria for disqualification will be developed and incorporated in drill sergeant personnel management SOP.

PERSCOM	1 st Qtr FY 98	(2) PERSCOM is implementing comprehensive background screening for soldiers being considered for IET assignments.
TRADOC	In progress	(3) TRADOC is conducting a limited test at Ft. Benning to determine the feasibility of predicting inappropriate behavior through psychological testing of DS candidates.
MEDCOM	2 nd Qtr FY 98	(4) MEDCOM will produce a viable standard mental health evaluation and a mental stress test to determine an individual's suitability for the demanding role as a drill sergeant. All soldiers, regardless of their status as nominees or volunteers, will be required to obtain a mental health and stress evaluation. (This same general recommendation was made in a <u>Report on Deaths and Abuses of U. S. Army Trainees</u> , by the Investigations Committee of the Committee on Armed Services, House of Representatives, Ninety-sixth Congress, 13 February 1980). (IG)
PERSCOM	2 nd Qtr FY 98	(5) PERSCOM establish procedures for a thorough file assessment of all potential drill sergeant candidates. This assessment will be based on a review of the personnel files, law enforcement, and securing files, mental health evaluation and commander's assessment. Criteria for disqualification will be developed and incorporated into the drill sergeant personnel management SOP. (IG)

Issue 10.2

Ensure that failure to complete the Drill Sergeant School does not end or mar a candidate's career, unless the failure results from misconduct or failure to meet the baseline requirements for an NCO.

Lead Agency
DCSPER

Completion Date
1st Qtr FY 98

Action

(1) DCSPER/PERSCOM must examine the discrepancy between the SRP and IG reports. Develop and coordinate an Army policy on the impact of Drill Sergeant School failure on soldiers' records.

DCSPER

1st Qtr FY 98

(2) TRADOC update AR 614-200 with new criteria for selecting drill sergeants.

ISSUE 11 - Advanced Individual Training

Issue 11.1

Implement a renewed AIT approach that focuses on the continuation of the soldierization process begun in BCT as well as technical and soldier skills and attitudes.

<u>Lead Agency</u>	<u>Completion Date</u>	<u>Action</u>
TRADOC	1 st Qtr FY 98	(1) TRADOC ensure that more rigor and discipline be established in AIT to ensure continuation of the soldierization process.
TRADOC	2 nd Qtr FY 98	(2) TRADOC will implement follow-on HR training for AITs longer than 8 weeks . Students in longer AITs require more refresher training that those in shorter length AITs.
TRADOC	2 nd Qtr FY 98	(3) TRADOC will provide civilian cadre with HR training.
TRADOC	3 rd Qtr FY 98	(4) TRADOC will explore making more training OSUT.

Issue 11.2

Treat all trainees in a like manner, to include other Service attendees and reclassified soldiers, or place these personnel in separate courses from IET personnel.

<u>Lead Agency</u>	<u>Completion Date</u>	<u>Action</u>
TRADOC	1 st Qtr FY 98	(1) TRADOC review panel recommendations and implement appropriate measures.

Issue 11.3

Increase the training responsibilities of drill sergeants in AIT after the current shortage of drill sergeants is remedied.

<u>Lead Agency</u>	<u>Completion Date</u>	<u>Action</u>
TRADOC	1 st Qtr FY 98	(1) TRADOC review the recommendation of the DS POI Task Force and implement appropriate measures to ensure training responsibilities are maximized and non-training responsibilities are minimized.

ISSUE 12 - Army Core Values

Issue 12.1

Develop and provide literature to new recruits on the Army's core values, ethics, and ethos.

<u>Lead Agency</u>	<u>Completion Date</u>	<u>Action</u>
DCSPER	Completed	(1) USAREC Sexual Harassment card published. Letters are sent to the parents of new recruits.
DCSPER	Completed	(2) The DCSPER Human Resources Directorate has developed a prototype Army Values Card to be considered for distribution to all soldiers. The card will include Army values (duty, integrity, courage, loyalty, respect, selfless service, and honor) and soldier responsibilities to adhere to these values.

DCSPER

Completed

(3) Living Army Values Video was fielded in Jun 97 Army-wide. The video discusses the history of Army values and current societal and organizational conditions that warrant renewed emphasis on Army values.

Issue 12.2

Build a new training program into IET to inculcate Army values, appropriate behavior, and team building.

Lead Agency

TRADOC

Completion Date

1st Qtr FY 98

Action

(1) TRADOC is evaluating recommendations to extend IET to include additional soldierization and HR training that inculcate Army values, appropriate behavior, and team building.

ISSUE 13 - Victim Assistance

Issue 13.1

Ensure that professionals and leaders who are expected to deal with soldiers reporting incidents of inappropriate sexual behavior are trained and qualified.

Lead Agency

TRADOC

Completion Date

3rd Qtr FY 98

Action

(1) TRADOC incorporate into leader training.

DCSPER

1st Qtr FY 98

(2) DCSPER implement Character Development XXI.

DCSPER

1st Qtr FY 98

(3) DCSPER will evaluate the demographic breakout of the Army's Criminal Investigation Division Command to ensure the command's profile reflects the overall Army's profile of soldiers.

TJAG

1st Qtr FY 98

(4) TJAG will research and determine if there are differences between the investigating means and standards for the Criminal Investigation Division Command investigations and Military Police investigations.

ISSUE 14 - Confidentiality for Victims

Issue 14.1

Pursue relief from current rules that limit confidentiality for victims of sexual harassment.

Lead Agency

OTJAG

Completion Date

2nd Qtr FY 98

Action

(1) Various laws, rules and regulations restrict how the federal government can use information collected in counseling and/or therapy sessions. However, commanders are considered as having a need to know for most situations involving their soldiers. Professionals (e.g. mental health and chaplains) are obliged in many instances to inform commanders of potentially adverse information. Victims of inappropriate sexual behavior may be reluctant to seek help through the Army system due to the lack of confidentiality. The Joint Services Commission on Military Justice is examining adding Military Rule of Evidence 513, which deals with psychotherapist/patient privilege, to the Manual for Court Martial. However, it is unknown at this point if this rule will include soldiers, or only family members and retirees. OTJAG, MEDCOM, and Chief of Chaplains will establish a Process Action Team to examine this issue and make recommendations.

ISSUE 15 - Follow-up Mechanism

Issue 15.1

Establish a system which allows for a follow-up mechanism.

<u>Lead Agency</u>	<u>Completion Date</u>	<u>Action</u>
DCSPER	4th Qtr FY 98	(1) The Secretary and Chief of Staff of the Army will form a team to assess the Human Relations Action Plan to ensure positive results are being achieved that contribute to the readiness of the Army.
DCSPER	Quarterly	(2) The Secretary of the Army and the Chief of Staff of the Army will conduct periodic and frequent reviews on actions that address the findings of the panel and IG report. Frequency of reviews could be quarterly.
DCSPER	Continuous	(3) Continue to publish command information addressing the intensive ongoing Army efforts to eliminate sexual harassment and the complaint process inequity concerns of cadre.

ISSUE 16 - Assessment of Army Criminal Investigations

<u>Lead Agency</u>	<u>Completion Date</u>	<u>Action</u>
SA	1 st Qtr FY 98	Determine the need to investigate the Army Criminal investigations policies and procedures in light of allegations of irregularities and improprieties.

ISSUE 17 - INSPECTOR GENERAL SPECIAL INSPECTION OF IET (EO/SH)

Issue 17.1

Assess SH training, the complaint process, accuracy of reporting and soldier confidence.

<u>Lead Agency</u>	<u>Completion Date</u>	<u>Action</u>
USAREC	2 nd Qtr FY 98	(1) USAREC ICW TRADOC establish a program IAW AR 600-20 to begin discussion on EO/HR as soon as the enlistment contract is signed.
TRADOC	1 st Qtr FY 98	(2) TRADOC provide guidance to subordinate installations to ensure the conduct of required senior leader training.
TRADOC	1 st Qtr FY 98	(3) TRADOC provide guidance and assistance to subordinate installations to ensure execution of the complaint process to standard.
TRADOC	1 st Qtr FY 98	(4) TRADOC review the current practice of rarely punishing trainee participants in consensual sexual relationships with cadre and ensure DS/Cadre training emphasizes likelihood of their risk.
DCSPER	2 nd Qtr FY 98	(5) DCSPER modify the current AR 600-20 standard for trainee sexual harassment training to require an initial introductory briefing addressing Army policies, programs, and complaint procedures to be provided within seven days of trainee arrival followed by formal in-depth instruction addressing mandatory training issues (AR 600-20, paragraph 6-14, b (3) within 60 days of arrival.

DCSPER	2 nd Qtr FY 98	(6) DCSPER revise AR 600-20 to add a requirement for commanders to evaluate the content and quality of their sexual harassment training.
DCSPER	Continuous	(7) Provide further guidance and measures necessary to ensure non-prosecutable complaints receive appropriate follow-up action by the commander.
DCSPER	Continuous	(8) Continue to publish command information addressing the intensive ongoing Army efforts to eliminate sexual harassment and complaint process inequity concerns of cadre.

Issue 17.2

Assess drill sergeant and cadre selection process, training, and policies.

<u>Lead Agency</u>	<u>Completion Date</u>	<u>Action</u>
PERSCOM	1 st Qtr FY 98	(1) PERSCOM require direct input from a commander (LTC or higher) serving in the unit of the prospective DS on all nominees and volunteers selected to attend a DSS. Chain of command input should include the following areas: <u>leadership abilities</u> ; motivation to be a drill sergeant; character/integrity weaknesses; financial problems; APFT; temporary medical profiles; observed reaction to stress; and incidents of spouse, soldier, or child abuse.

TRADOC	2 nd Qtr FY 98	(2) TRADOC conduct a bottom-up review of the POI of the Drill Sergeant Course. The methods of instruction presented in the Drill Sergeant Course should be examined, particularly in light of resources available (time and personnel) and the philosophy of training. More training is needed on how to be a drill sergeant in a gender integrated training center. In addition, recommend that TRADOC expand external quality control and quality analysis of the Drill Sergeant schools.
TRADOC	2 nd QTR FY 98	(3) Expand TRADOC Regulation 350-6 to require that IET instructors, both military and civilian, attend an appropriate IET orientation course.
TRADOC	3 rd Qtr FY 98	(4) Amend TRADOC Regulation 350-6 to require all cadre personnel to attend either PCC, CTC, or the orientation course (mini-CTC) prior to, or within 30 days of reporting to an IET unit. Consider feasibility of distance learning. DCSOPS resource a CTC at every US Army Training Center for FY 98 or in the 9903 mini-POM.
TRADOC	1 st Qtr FY 98	(5) TRADOC monitor installations to ensure attendance of company grade officers, command sergeants major, first sergeants, and cadre at CTC or the mini-CTC.
TRADOC	2 nd Qtr FY 98	(6) TRADOC initiate a review of the content and focus of CTC/PCC instruction to ensure proper emphasis is given to AIT responsibilities and leader issues.

PERSCOM

2nd Qtr FY 98

(7) PERSCOM should make drill sergeant duty more desirable by changing DS Special Duty Allowance Pay as requested by TRADOC and by attempting to offer first choice assignments to drill sergeants who have successfully completed a DS assignment. In instructions to SFC and MSG selection boards, DS duty should continue to be given special emphasis. Conversely, any failure to attend or complete the DS Program should be annotated on the OMPF through an academic report or NCOER with the reason for the failure (medical, motivational, academic failure, administrative, etc.) .

PERSCOM

2nd Qtr FY 98

(8) PERSCOM should institutionalize the DS Team in the Combat Arms Division of EPMD. The functions of DS selection, assignment, and personnel management should be permanently resourced and requirements and authorizations documented on the TDA.

PERSCOM

1st Qtr FY 98

(9) PERSCOM, in conjunction with TRADOC PCC OIC, monitor the assignments of all brigade and battalion field grade officers who have been assigned to an IET unit to ensure attendance at PCC.

Issue 17.3

Assess IET structure, manning, and design.

Lead Agency

PERSCOM

Completion Date

2nd Qtr FY 98

Action

(1) PERSCOM ICW TRADOC remove CMF restrictions for female drill sergeant assignments. While floors for combat arms CMF should not be removed, the system should focus on allowing those who volunteer to serve.

TRADOC	3 rd Qtr FY 98	(2) TRADOC conduct a clean sheet review of the IET organizational model to establish and standardize a school model to the appropriate level.
TRADOC	3 rd Qtr FY 98	(3) TRADOC establish an annual review process to audit and validate IET policy supplementation to be submitted by installations.
DCSPER	3 rd Qtr FY 98	(4) DCSOPS and DCSPER ICW TRADOC ensure all essential cadre positions are authorized on TDAs and filled to 100% in all IET units.
DCSOPS	2 nd Qtr FY 98	(5) TRADOC, review and eliminate personnel taskings that require IET cadre to support extended overseas deployments.
PERSCOM	2 nd Qtr FY 98	(6) PERSCOM assign officers with previous IET experience as Inspectors General to TRADOC installations.
TRADOC	3 rd Qtr FY 98	(7) TRADOC reevaluate and revise, as necessary, the drill sergeant to student ratio to ensure adequate trainee supervision.
TRADOC	3 rd Qtr FY 98	(8) TRADOC, ICW DCSOPS, determine the feasibility of moving AIT assets at Aberdeen Proving Ground to a TRADOC installation.
TRADOC	3 rd Qtr FY 98	(9) TRADOC, ICW DCSOPS, determine the feasibility of consolidating AIT training for each CMF at one installation: for example, all 88M training at Fort Eustis, all Ordnance training at one TRADOC installation, etc.
TRADOC	3 rd Qtr FY 98	(10) Review all installation IET supplements and local regulations to ensure compliance with TRADOC Regulation 350-6.

DCSOPS	Continuous	(11) DCSOPS, ICW TRADOC, continue to dedicate resources and make IET an Army priority in order to achieve desired results IAW established standards.
TRADOC	2 nd Qtr FY 98	(12) TRADOC initiate action necessary to ensure compliance with the TRADOC regulation 350-16 for female drill sergeant staffing requirement.

Issue 17.4

Assess other factors that may cause soldiers to be susceptible to sexual abuse or misconduct.

<u>Lead Agency</u>	<u>Completion Date</u>	<u>Action</u>
DCSPER	2 nd Qtr FY 98	(1) DCSPER establish proponentcy at ARSTAFF level for rape prevention policy and develop a training program to be integrated into IET POIs.
TRADOC	3rd Qtr FY 98	(2) TRADOC clarify and define the specific relationship between the buddy system and prevention of sexual harassment in TRADOC Regulation 350-6.
TRADOC	1 st Qtr FY 98	(3) TRADOC initiate measures to strengthen the buddy system to include application to CQ details.
TRADOC	1 st Qtr FY 98	(4) TRADOC reemphasize the proper way of addressing trainees in the Drill Sergeant school POI, CTC POI, and TRADOC PCC POI.

TRADOC	1 st Qtr FY 98	(5) TRADOC conduct a safety risk assessment of installation lighting in IET troop areas.
TRADOC	2 nd Qtr FY 98	(6) TRADOC review the existing policy regarding trainee detail use and the trend of increasing reliance on soldier details. Initiate measures necessary to ensure effective control procedures are in place for trainee details. Include trainee supervision responsibilities in the job descriptions of civilian employees supervising trainees.
TRADOC	1 st Qtr FY 98	(7) TRADOC publish command guidance emphasizing the importance of enforcing the existing on-post alcohol consumption policies.
TRADOC	1 st Qtr FY 98	(8) TRADOC review the smoking cessation policy for trainees, modify if required, and then strictly enforce at all installations.
TRADOC	1 st Qtr FY 99	(9) TRADOC ensure training of prohibited conduct emphasizes Army values and the unit readiness impact of these acts and the potential adverse personal consequences.
TRADOC	1 st Qtr FY 98	(10) TRADOC strictly enforce existing policy regarding holdovers/inactive students and grant waivers when soldiers meet criteria.
TRADOC	3 rd Qtr FY 98	(11) TRADOC, ICW Health Services Command, continue to review current regulatory guidance on medical evaluation board and physical evaluation board conduct to determine if there is a need for expeditious processing of cases involving IET soldiers.
TRADOC	1 st Qtr FY 98	(12) TRADOC initiate measures to reduce the holdover rate at training centers that habitually exceed average holdover rate.

TRADOC

2nd Qtr FY 98

(13) TRADOC ICW PERSCOM, take steps to align course security clearance requirements with policy.

Issue 17.5

Assess the responsibility and accountability of the chain of command.

Lead Agency

Completion Date

Action

ACSIM

2nd Qtr FY 98

(1) DA Standard on Gender-Integrated Barracks. ACSIM, ICW DCSOPS, establish specific standards for separate and secure housing for IET soldiers in a gender-integrated training environment and provide resources to TRADOC installations to meet those standards.

CIDC

2nd Qtr FY 98

(2) CIDC review requirements for investigative assets at IET installations and upgrade where necessary.

TRADOC

1st Qtr FY 98

(3) TRADOC incorporate the recently revised Trainee Abuse Report and the Risk Reduction Readiness Report.

TRADOC

2nd Qtr FY 98

(4) Develop installation command inspection program IAW AR 1-201 and include sexual misconduct/trainee abuse issues as areas of assessment. Routinely use sensing sessions and climate surveys as tools in this program.

TRADOC

2nd Qtr FY 98

(5) TRADOC publish a specific command presence policy and ensure implementation.

TRADOC	2 nd Qtr FY 98	(6) <i>Brigade and Battalion Commanders and CSMs develop and implement a command-wide ODP/NCODP program with appropriate emphasis on sexual misconduct. Brigade and Battalion Commanders and CSMs must ensure that Company Commanders are properly mentored and understand their responsibilities as IET company commanders.</i>
TRADOC	2 nd Qtr FY 98	(7) <i>TRADOC CSMs must become more involved in IET, particularly in the mentoring of drill sergeants and company commanders. Brigade and Battalion CSMs, along with developing an NCODP, must know where to be to assist the commander in accomplishing the mission.</i>
TRADOC	2 nd Qtr FY 98	(8) <i>Brigade Commanders should conduct a CAAR at the completion of every training cycle to gain an appreciation for successes, failures, and trends.</i>
DCSPER	2 nd Qtr FY 98	(9) <i>DCSPER revise AR 600-20 to reflect "zero tolerance" emphasis for sexual harassment/sexual misconduct.</i>
TRADOC	3 rd Qtr FY 98	(10) <i>TRADOC ICW CASCOM and USAOC&S review the effectiveness and efficiency of the CASCOM reorganization with dual objectives of optimizing command and control of training units and standardizing command structures of CAC and CASCOM. Review division of responsibilities at CASCOM to ensure that adequate staff authorizations are provided to USAOC&S to accomplish assigned missions.</i>

TRADOC	2 nd Qtr FY 98	(11) As noted in Chapter 4, IG Special Report TRADOC, review all installation IET supplements and local regulations to ensure compliance with TRADOC Regulation 350-6 and 350-12. Establish an annual review process to audit and validate supplementation of IET policies and regulations. Establish a policy governing cadre rehabilitative transfers.
TRADOC	2 nd Qtr FY 98	(12) As noted in the IG Special Report, TRADOC ensure CTC and PCC provide commissioned and noncommissioned officers the proper training to conduct IET and that attendance is required for all IET cadre.
TRADOC	2 nd Qtr FY 98	(13) Brigade and Battalion Commanders and CSMs implement TRADOC policy governing cadre rehabilitative transfers to be published by TRADOC.
TRADOC	2 nd Qtr FY 98	(14) Develop and implement standardized procedures for the conduct of duty officer/NCO in IET units at school, brigade, battalion, and company levels. Establish appropriate quality control and oversight mechanisms for duty officers NCO's at all levels.
DCSOPS	2 nd Qtr FY98	(15) DCSOPS in cooperation with TRADOC, establish IET graduation standard for soldierization and review IET graduation standards for MOS proficiency.
DCSOPS	3 rd Qtr FY 98	(16) DCSOPS increase IET structure authorizations to a level commensurate with IET workload.
Chief of Chaplains	2 nd Qtr FY 98	(17) Chief of Chaplains redistribute chaplains Army-wide to ensure every IET battalion is assigned a Unit Ministry Team.

DCSPER	2 nd Qtr FY 98	(18) DCSPER develop a mechanism to collect, integrate, and disseminate information and trend analysis concerning sexual harassment/sexual misconduct. Consider expanding "Risk Reduction for Readiness" report to capture this information.
TRADOC	2 nd Qtr FY 98	(19) TRADOC, ICW DCSOPS, document requirements and authorizations for company executive officer positions in all IET company, battery, and troop units. PERSCOM provide ODP support sufficient to cover the total requirement and TRADOC ensure the support is applied to the XO positions.
TRADOC	2 nd Qtr FY 98	(20) TRADOC, ICW DCSPER develop a mechanism to collect, integrate, and disseminate information and trend analysis concerning sexual harassment/sexual misconduct. Consider expanding "Risk Reduction for Readiness" report to capture this information.
DCSPER	2 nd Qtr FY 98	(21) Ensure Equal Opportunity/Sexual Harassment training provides a thorough understanding of sexual harassment and sexual misconduct.
TRADOC	3 rd Qtr FY 98	(22) TRADOC establish and standardize a school model to the appropriate level.
TRADOC	3 rd Qtr FY 98	(23) TRADOC review the diversion of IET resources to support other installations priorities. In coordination with DCSOPS, determine requirements to increase TRADOC IET structure authorizations to a level commensurate with IET workloads.

<i>TRADOC</i>	<i>3rd Qtr FY 98</i>	<i>(24) As noted in the IG Special report, require attendance at CTC and PCC for all IET cadre.</i>
<i>Installation Commanders</i>	<i>2nd Qtr FY 98</i>	<i>(25) Installation Commanders review AR 20-1 (Inspector General Activities and Procedures and Chapter 6, AR 600-20 (Equal Opportunity Program in the Army) and assign and utilize IGs and EOAs accordingly. Authorize and assign a field grade officer as Inspector General and a DEOMI-qualified master sergeant (or appropriate grade) as Equal Opportunity Advisor.</i>
<i>Installation Commanders</i>	<i>2nd Qtr FY 98</i>	<i>(26) Installation Commanders review the diversion of BCT assets to support other installation priorities. In coordination with TRADOC, determine requirements to increase IET structure authorizations to a level commensurate with IET workload.</i>
<i>Installation Commanders</i>	<i>3rd Qtr FY 98</i>	<i>(27) Installation Commanders with/without Branch Proponency strictly adhere to the school model to be developed by TRADOC.</i>
<i>Installation Commanders</i>	<i>2nd Qtr FY 98</i>	<i>(28) Installation Commanders develop and implement standardization procedures for the conduct of duty officer/NCO in IET units at school, brigade, battalion, and company levels. Establish appropriate quality control and oversight mechanisms for duty officers/NCO's at all levels.</i>
<i>Installation Commanders</i>	<i>Continuous</i>	<i>29) Commanders must strictly adhere to Army, TRADOC, and Installation regulations and policies and ensure that subordinates do the same. If a regulation or policy is deemed not enforceable, a proposed change should be submitted through the chain of command to the proponent for consideration.</i>

Installation Commanders 2nd Qtr FY 98

(30) Installation Commanders develop plan for oversight of ITRO students.

TRADOC 2nd Qtr FY 98

(31) TRADOC must clarify and define the relationship between the buddy system and prevention of sexual harassment in TRADOC Reg 350-6. Once revised, commanders at all levels must strictly enforce the buddy system.